

MAY 16 1929

Sales Management

The Weekly Magazine for Marketing Executives



J. Pierpont Morgan

Morgan Backs Huge Oil Combine
to Fight Rockefeller and Shell

Cooperation as a Substitute
for Mergers

When you study the

Trend

you soon learn which St. Louis newspaper is really making the gains in total display advertising . . . and holding them

ADVERTISERS are hearing a lot just now from certain St. Louis newspapers about "lineage gains."

Here are the true facts—shown in the accompanying charts.

There is something significant about the way the Globe-Democrat's lineage has shown a steady upward trend, while those of the other three St. Louis papers have revealed those peaks and valleys which all sales-managers hate to see.

These charts cover a period of eight years, beginning with 1921—the year when this country began to emerge from the post-war depression.

A study of such a period offers an accurate index to the influence of a newspaper. Consistent gains reveal solid, substantial growth. Jumps and slumps indicate weakness somewhere.

Well, here are four newspapers all in the same city . . . all subject to the same economic laws.

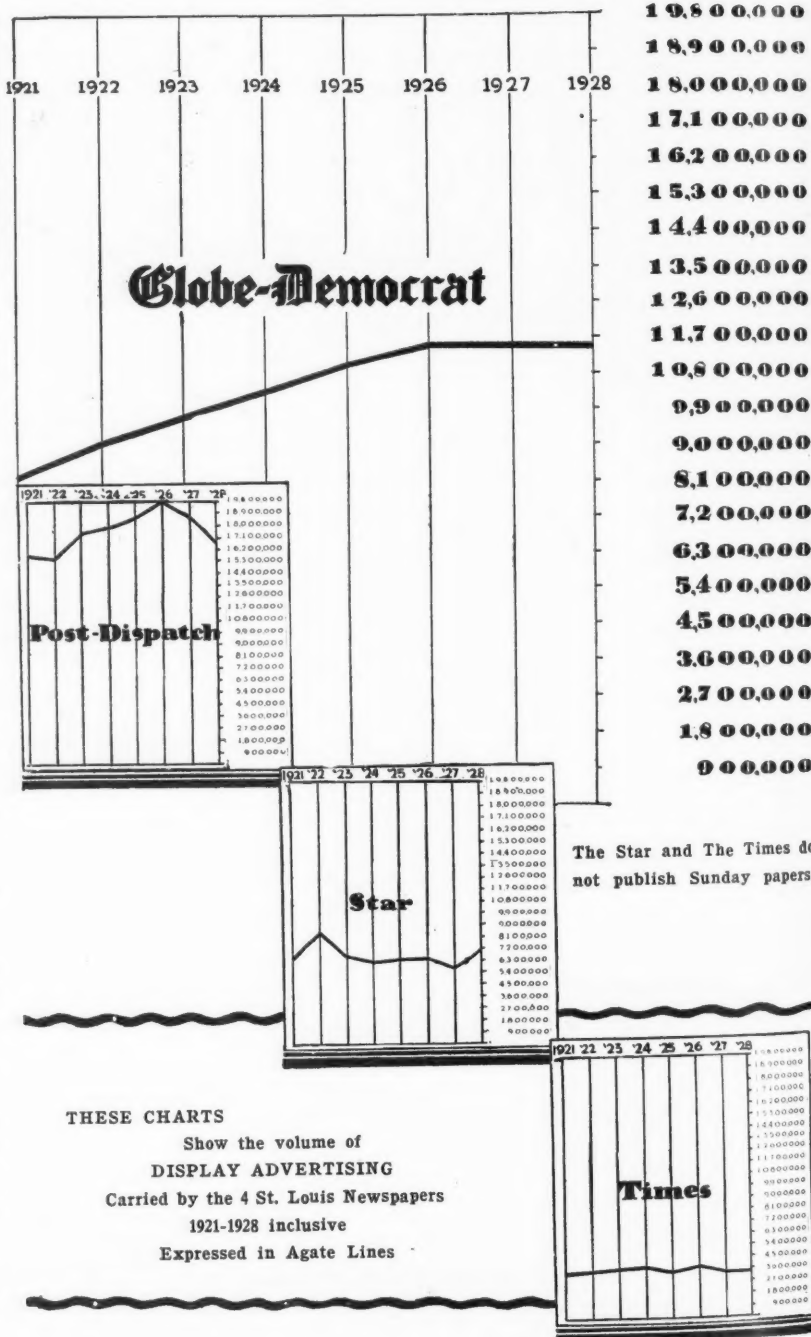
One newspaper gains steadily. The others fluctuate between gains and losses.

. . . And the net of it is, that The Globe Democrat shows a 39 per cent gain over the entire period, while the Post-Dispatch shows only a 7 per cent gain; the Star a 9 per cent gain; the Times a 1 per cent loss.

Which sort of chart would you prefer to represent your business?

The Globe-Democrat, St. Louis' only morning newspaper, is the largest daily west of Chicago. By virtue of its solid coverage of the entire 49th State, it offers the advertiser more than any other St. Louis newspaper can possibly offer.

Advertisers who yearn for climbing sales lines, without the peaks and valleys, turn naturally to this paper, whose own business is growing steadily.



St. Louis Globe-Democrat

The Globe-Democrat does not have to suffer losses in order to show its gains

the Story of a NEWSPAPER

as told in its
pages

Timeliness

The Chicago Daily News is published in five distinct edition groups—representing from ten to twelve revisions in editorial content—

NOON and AFTERNOON EDITIONS: Early markets; early cables; story of the morning; review of the preceding day.

HOME EDITIONS: Noon markets; complete cables; complete want-ads; later news.

RED STREAK EDITIONS: Later news and the complete

stock, bonds, exchange, curb and pit quotations and story of the financial day.

BLUE STREAK EDITIONS: Complete markets, latest news; box scores, race charts, play-by-play accounts of all sports in season.

By means of these editions The Daily News is able to present a constantly changing picture of the world of the moment—the news of the day the day it happens.

Every edition is thoroughly departmentalized, indexed on page one, intelligently and accurately edited.



There is no better indication of the value of a newspaper as an advertising medium than the newspaper itself. For in the character of its pages, in the worth and variety of its departments, may be seen the character of the readers it attracts.

THE CHICAGO DAILY NEWS

Chicago's Home Newspaper

ADVERTISING REPRESENTATIVES

NEW YORK
J. B. Woodward
119 E. 42d St.

CHICAGO
Woodward & Kelly
300 N. Michigan Ave.

DETROIT
Woodward & Kelly
408 Fine Arts Bldg.

SAN FRANCISCO
C. Geo. Krogness
303 Crocker 1st Nat'l Bank Bldg.

Member of The 100,000 Group of American Cities

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In April, 1929, the
World-Herald
printed

66%

of all the paid
advertising in
Omaha

**That's
the TOP
—to date!**

In previous months this year,
of all total paid advertising
appearing in the two Omaha
papers, the World-Herald
printed

64%

In January

63%

In February

65%

In March

**OMAHA
WORLD-HERALD**

April Total Net Paid

**132,666 Daily
134,347 Sunday**

O'MARA & ORMSBEE, Inc.
National Representatives
NEW YORK CHICAGO DETROIT
SAN FRANCISCO LOS ANGELES

Survey of Surveys

BY WALTER MANN

Once each month there will appear in this column brief descriptions of important research studies which have been completed or on which progress has been made during the previous month.

In the first few issues we cannot expect to cover or even list all the important studies that are completed during that month. But it is hoped that as the column goes on those who would like to keep the sales and advertising world informed will send in advance notes on forthcoming surveys, as well as copies of any sound data on distribution problems—for listing—and for possible review.

Most of the material for this first column has been taken from Commerce Reports;—the *United States Daily*, Washington, D. C.; the *Journal of Commerce*, New York; and from *Women's Wear and Retailing*, New York. For subsequent monthly columns, the list of papers and sources scanned will be increased until our listing of current material will be as complete as it is humanly possible to make it.

Domestic Commerce, April 1

Cleveland Industrial Purchases Census, Metal and Metal Products, Transportation Equipment, Lumber and Allied Products, Chemicals and Allied Products, Iron and Steel, excluding Machinery.

1928 Radio Sales Analyzed—Department of Commerce, Electrical Division.

Outdoor Advertising—the Modern Marketing Force. Outdoor Advertising Assn., 165 W. Wacker Dr., Chicago.

Production Control of Research Projects. American Management Assn., 20 Vesey St., New York.

Operating Expenses of 288 Building Material Dealers. Bureau of Business Research, Harvard University.

Operating Results of 22 Indiana Wholesale Grocers, 1927. Bureau of Business Research, Indiana University.

Domestic Commerce, April 8

1928 Automobile and Tire Advertising in Farm Papers. *Pierce's Farm Weekly*, Des Moines, Ia.

Dry Goods Study in Gulf Southwest Area. Domestic Commerce Division, Dept. of Commerce.

Convention Dates of National Trade Associations (29 pp.). Chamber of Commerce of U. S., Washington, D. C.

A Nation on Wheels (36 pp.). A story of the retail store activities of two mail order houses. The McCall Co., 236 W. 37th St., New York.

Guide by Counties to Retail Outlets of the United States (124 pp.). American Home Magazine Publishers, Inc., 510 N. Dearborn St., Chicago.

Domestic Commerce, April 15

Preliminary Production Figures, 1927, Census of Manufactures. Canning and preserving, fruits and vegetables, pickles, jellies, preserves and sauces; cigars and cigarettes; electrical machinery apparatus

and supplies; embroidery; knitted outerwear; marble, granite, slate, etc.; butter substitutes; plumbers' supplies; tobacco and snuff; wood distillation and charcoal manufacture; wooden boxes, cases and crates. Bureau of the Census, Washington, D. C.

Transcontinental and Intercoastal Trade of the Pacific Southwest in 1926. (25 cents.) Supt. of Documents, Government Printing Office, Washington, D. C.

Retail Conditions in 451 Grocery Stores. Domestic Commerce Division, Dept. of Commerce.

New and Old Uses for Cotton (awnings, boots and shoes, tires). Textile Division, Dept. of Commerce.

Total Value of Manufactured Products, 1927, Comparative Summary by States. Ohio State University, Research Bureau.

Work Clothing Manufactured in 1927 (Biennial Census of Manufactures). Bureau of Census, Washington, D. C.

Woman's Influence in 418 Drug Stores' Sales. Crowell Publishing Company, Research Dept., 250 Park Ave., New York.

Farm Facts and Figures for Indiana (62 pp.). Indiana Farmers' Guide, Huntington, Indiana.

Directory of St. Louis Manufacturers (160 pp.). Industrial Club of St. Louis, 511 Locust St.

Trend of Drapery-Upholstery Dept. Sales in Silk, Rayon and Cotton (15 pp.). Nat. Retail Dry Goods Assn., 225 W. 34th St., New York.

Domestic Commerce, April 22

Electric Current Output for 1927—Total output of electric current reported by electric light and power plants for 1927, Bureau of Census, Washington, D. C.

Market Data Handbook of New England (\$1.75). Part 3 of The Commercial Survey of New England. Supt. of Documents, Govt. Printing Office, Washington, D. C. Part 1, "The Industrial Structure of New England," and Part 2, "The Commercial Structure of New England," are still in preparation.

Houston, Texas, as a Location for a Textile Operation. Advantages of Houston in respect to transportation, power and fuel, raw materials, labor and distribution possibilities. Statistics of cotton production and consumption are included.

Scientific Approach to Forecastings in the Valve and Fittings Industry. American Management Ass'n, 20 Vesey St., New York.

The Cosmopolitan Market—a merchandising atlas of the United States. An atlas of marketing maps for every state, together with certain statistical data arranged by trading areas. International Magazine Co., Inc., 57th St. and Eighth Ave., New York. (220 pp.)

Domestic Commerce, April 29

The New Uses Section (Cotton) of the Textile Division, Bureau of Foreign and
(Continued on page 321)



Aeolian Co.
 Allied Piano Mfrs. Inc.*
 Frederick P. Altschul*
 Atwater Kent*
 Balkite*
 Ludwig Baumann*
 Birns Music Shop*
 Brooklyn Radio Service Corp.*
 Cantor Cabinet Co.*
 Chambers Music Co.*
 City Radio Stores
 Colonial*
 Colonial Radio Sales Co., Inc.*
 Cowperthwait*
 Crosley*
 Cunningham*
 Davega
 De Forest
 Electra Radio Service*
 Eveready Batteries
 Fada
 Fanmill Radio*
 Federal
 Finkenberg's*
 Freed-Eisemann
 French Batteries*
 Freshman
 Gilvan Music Shop*
 Graybar
 Harvey's Radio Shop*
 Hecht Bros.*

Jensen Dynamic Speaker*
 Kent Radio Stores
 Kolster
 Landay Bros.*
 Sol Lazarus*
 Lyric
 Majestic*
 Michael's Inc.*
 Modell's
 N. Y. Band Instrument Co.*
 Oscar's Radio Shop
 Perfection Radio Corp.
 Philco*
 R. B. Specialty Co.*
 R. C. A.*
 Raffer's Radio Service*
 Redifone
 Rix*
 Rudolph Roemer*
 Rollo Radio Co.*
 Sachs Quality Furniture Inc.*
 John A. Schwarz*
 Spear's*
 Steinite
 Sterling*
 Stewart's
 Stewart-Warner Speaker*
 Udko*
 Vim*
 Walthal's*
 Wurlitzer*
 Yorkville Radio Co.

*Indicates radio advertisers who spent more money in The News during 1928 than in any other New York newspaper.

First in Set Advertising in New York, The News in 1928 carried 770,062 lines of radio advertising, all display. Every day, two thirds of New York City families read The News. Radio advertisers—reflect! The News, New York's Picture Newspaper, 25 Park Place, New York; Tribune Tower, Chicago; Kohl Building, San Francisco.

Another Cooking School Success in Birmingham

Again this year the women of Birmingham and North Alabama flocked to the Birmingham News and Age-Herald Cooking and Home-Making School. During the four sessions, it is estimated, that there were 26,000 women in attendance—and some men, too.

These women . . . and thousands more . . . who are the readers of The Birmingham News and Age-Herald are potential purchasers of your products. They respond readily and generously to advertising. You may quickly and effectively give them your sales message—twice a day—through The Birmingham News and Age-Herald . . . Their Newspapers.

The Birmingham News

AND AGE-HERALD

The South's Greatest Newspaper

MORNING

EVENING

SUNDAY

National Representatives

KELLY-SMITH COMPANY

New York—Chicago—Boston—Philadelphia—Detroit—Atlanta

VOL. XVIII. No. 6
May 11, 1929
Published Every
Saturday

Sales Management

The Weekly Magazine for Marketing Executives

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Established 1918 by The Dartnell Corporation. Member Audit Bureau of Circulation and Associated Business Papers, Inc. Operated in association with Federated Business Publications, Inc. Telephone Lexington 1760, New York. Cable, Elbill, New York.

One of the Big Markets

The BOOTH NEWSPAPER AREA ONE OF AMERICA'S LEADING MARKETS

- 1,350,000 Population
- 2 cities over 100,000 population
- 8 cities over 25,000 population
- 121 cities of 1,000 or more population
- 7,583 Grocery outlets
- 694 Drug Stores
- 280,494 Daily Average Circulation

Here is a market with all the metropolitan qualifications, but without the usual complexities. It is a market that is responsive, prosperous and easy to cultivate because of the complete coverage of these Booth Newspapers.



I. A. KLEIN
50 East 42nd St.
New York

J. E. LUTZ
180 N. Michigan Ave.
Chicago

Booth Newspapers, Inc.

Central Office, 2500 Buhl Bldg., Detroit,
or any newspaper listed

The Market Basket

Bottled Breakfast

Fresh fruit for breakfast, in bottled form, is becoming more popular. The Welch Grape Juice Company has started a national sales campaign (the largest, probably, the company has ever undertaken) to tell about the purity, nourishment and mildly laxative properties of their product and to emphasize it not only as a "delightful variation from the old routine," but as a time-saver. A pint serves five—and more than five if diluted with water.

The company suggests to retailers a display of Welch's in the center of an upturned fruit crate, between oranges and grape fruit.

The Ice Man Carries on

In spite of the scientific promotion of the mechanical refrigerator companies, the iceman still goes his hearty, clanking way. Not only does he go, says the National Association of Ice Industries, but he is working effectively to meet the competition. Sixty per cent of ice companies reporting to the association made increases—from 2 to 100 per cent—in business last year. Sixty-eight per cent of them advertise in newspapers; 32 per cent all the year round. Sixty-six per cent are now selling iceboxes, and seventy-four cooperate actively in this business with furniture and hardware dealers.

Prolific Cows

The Carnation Milk Company has found that it pays to keep their production force contented. While the more temperamental cow is lucky to produce eight quarts of milk a day, and less than a pound of butter, Carnation's pure-bred Holsteins (whose dairymen for twenty-five years have been carefully educated by the company) do forty quarts and three pounds.

Old Gold's Sweet Tooth

The candy people were pleased with Old Gold's slogan, "Eat a Chocolate, Light an Old Gold, and Enjoy Both" (obvious, though it was) and distributed 5,000,000 copies of their advertisements.

Old Gold's sudden liking for candy coincided rather closely with Lucky

Strike's decision to advise people against it.

"Radio for Every Child"

The Hotels Statler idea of a radio in every room has been adopted and expanded by other institutions. A number of large hospitals have made it available, both for private rooms and wards, as well as for nurses and internes on their sometimes hectic twelve-hour shifts. While you are waiting for the doctor to come and take out your stitches, you may listen to one of two programs. Head phones and sometimes loud speakers are available.

The other day the Radio Corporation of America made the first demonstration of a new system of "centralized radio" for schools in the New Utrecht High School in Brooklyn. The auditorium was wired with a single channel control panel, hooked up to a master receiver and an arrangement of ten dynamic loud-speakers located in the wall organ recesses. Additional loud speakers were installed in the principal's office and in various classrooms without any mechanical changes in the centralized radio system.

The system will be used to receive educational and other programs now on the air—specifically the Walter Damrosch musical broadcasts. Meanwhile, various radio manufacturers are getting ready to sell the child market. "A Radio for Every Child," say they. And the Atwater Kent Manufacturing Company will also urge "More Than One Radio to a Home."

Commute by Air

If you plan to go from New York to Boston very often, and want to have a good view of sound and shore en route, you might buy a fifty-trip commutation ticket over the Colonial Airlines. Many people have "commuted" off and on (between San Francisco and Los Angeles, Detroit and Cleveland and other cities) for some time, but the Colonial company thinks this is the first time they have paid for fifty rides at once.

There is another aviation angle which deserves to "make" this column. That is the development, sponsored by Whittlesley Avian and others, of Aviation Country Clubs.

—LAWRENCE M. HUGHES.

This Retail Chain used 212 newspapers to advertise GOOD HOUSEKEEPING



FOR a true measure of a magazine's ability to make sales for you, ask the man whose only gauge is his cash registers—the dealer who sells your product.

Lately the Red Owl chain, operating 171 grocery stores in the middle northwest, staged a special week featuring products advertised in and guaranteed by Good Housekeeping. 212 newspapers and 285,000 circulars were used to advertise it to their customers.

This was the third time that the Red Owl Stores

promoted their sales by featuring Good Housekeeping. Each tie-up was made entirely at their own initiative and expense. Good Housekeeping furnished only the poster shown in the photograph here.

You do not find retailers going to such lengths to tie up with a magazine except for profit, and good profit at that. Since the first of this year, 4087 department stores, grocers, electrical dealers, furniture stores and others have requested Good Housekeeping window posters to make similar tie-ups.

Dealers agree with most advertisers in women's magazines—that Good Housekeeping makes sales.

GOOD HOUSEKEEPING

CHICAGO

Everywoman's Magazine

DETROIT

BOSTON

NEW YORK

SAN FRANCISCO



What will yours be for 1929?

ONE third of 1929 is already behind us! Fiercer and fiercer becomes the battle for increased sales, bigger and still bigger returns, greater net profits. The generals of business pore over sales charts. Again and again that same all-important question: "Are the figures keeping pace with our forecast of business for 1929?"

With competition keener than ever before, with more intensive selling effort on every side, again must advertising carry the brunt of the attack.

And here in the front line, in the great New York Market where the battle may be won or lost, you need the most powerful sales

producing weapon available. To conquer this richest of all markets you require a "Big Bertha"—one **BIG DOMINANT** evening newspaper which will do the job at a single blow . . . and at a single cost.

And you have that newspaper . . . in the New York Evening Journal. For more people buy it, more people read it, more people believe in it than any other New York evening newspaper. It reaches the greatest number of worthwhile families in New York City and its wealthy suburbs.

This one dominant evening newspaper is **BIG** enough and powerful enough to carry your sales quota over the top!



NEW YORK EVENING JOURNAL

*One of the 28 HEARST NEWSPAPERS read
by more than twenty million people*

CHICAGO:
Hearst Building

DETROIT:
General Motors Building

NEW YORK:
9 East 40th St.

ROCHESTER:
Temple Building

BOSTON:
5 Winthrop Square

*Member of International News Service and Universal Service
Member of Audit Bureau of Circulations*

Sales Management

The Weekly Magazine for Marketing Executives

VOLUME EIGHTEEN, NUMBER SIX

NEW YORK, N. Y., MAY 11, 1929

Cooperation as a Substitute for Mergers

1. Cross-Licensing as a Preventative of Monopoly*

BY JOHN ALLEN MURPHY

IN the "Outline of Mergers" series, which was recently published in SALES MANAGEMENT, the numerous benefits that are derived from mergers were detailed. At the same time I tried to point out that consolidations are not a cure-all for the ills of business. All mergers do not accomplish the wonders that their promoters prophesy for them. Many of these combines are only moderately successful. A good proportion of them are rank failures.

The Irving Trust Company, itself the result of a series of bank mergers that has been taking place for several years, is responsible for the statement that of the thirty-five large mergers effected in the United States prior to 1903 in only thirteen cases did the average earnings of the following ten years exceed the previous combined earnings of the individual units. In other words, about 37 per cent of these earlier mergers justified the hopes that were held out for them.

There are no reliable figures available as to the outcome of the mergers organized between 1903 and 1912, but it is generally believed that no more than a third of them have been successful. And, of course, as to the

consolidations that have been brought about since the war we will have to wait for several years before we will be able to appraise their achievements. Even the most sanguine promoter, however, would be satisfied if one out of three of these recent mergers fulfilled their expectations.

These figures would indicate that the chances that a consolidation will fail are greater than that it will succeed. Because of this uncertainty, most business executives are loath to participate in a merger, even though they appreciate that joining a combine might bring their concerns many advantages.

Increasingly business men are wondering if they cannot enjoy some of the benefits of mergers without having to destroy the independence or the separate identities of their organizations. Numerous companies are finding the materialization of this desire in cooperation. Companies in many of our principal industries are getting together with the aim of achieving through association the same objectives that other concerns are attempting to accomplish through consolidation.

This cooperative movement is tending in several different directions, but principally as follows: (1) Coopera-



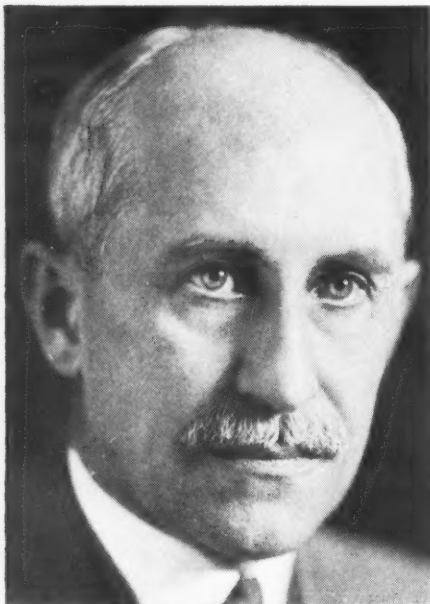
U. & U.

Alfred Reeves, general manager of the National Automobile Chamber of Commerce. For fifteen years the automobile industry has been interchanging patents through the chamber.

tion for the interchange of patents; (2) Cooperative buying; (3) Cooperative selling; (4) Cooperative research.

It is the first of these efforts that will be considered in this article. Mergers are often organized with the idea of bringing under a single control all of the outstanding patents or processes that may be used in an industry. A patent is the most effective

*The first of a group of three articles by Mr. Murphy.



U. & U.

Orville Wright, the "daddy" of the airplane industry. Wright and other basic plane patents are being cross-licensed through the Manufacturers' Aircraft Association.

instrumentality for the achievement of monopoly that has ever been conceived. A patent lodges with its owner the exclusive right to manufacture the product covered by the grant. Of course, giving a temporary monopoly to the inventor of a device is the object of our patent laws. It is conceded that the inventor of any useful article should be given the right to get his business well established before the child of his brain is turned over to competitors.

The wisdom of such laws is proven by the fact that those countries that have made the greatest industrial progress are those countries that have the best patent protection. We admit that there are other important factors that contribute to the commercial supremacy of nations. On the other hand, these other factors appear to avail little if the country's patent laws are lax or inadequate. It is only in comparatively recent years that Holland, for example, began to extend suitable protection to inventors. As a result, up to that time Holland's industries were largely agricultural.

The period over which a patent runs varies in the different nations. It is seventeen years in the United States. Originally it was for fourteen years. This number was arrived at in an odd but nevertheless logical way. When Congress asked inventors how much time they would require to launch and to build up their new business, the inventors replied that they could not accomplish anything

for seven years, as it would take them that time to train their workmen. The apprentice system was then in vogue. An apprentice was ordinarily in training for seven years.

Congress said, "All right, we'll give you seven years to train your men and another seven years to entrench your business. Patent grants will thus run for fourteen years." Later when an agitation arose for the right to have patents renewed for an additional period, Congress compromised by making the original grant for seventeen years, in lieu of the right for a renewal.

In recent years, however, it is believed that patents do not extend to manufacturers the protection and the privilege that they did formerly. Today almost as soon as an inventor gets a patent on a phonograph, a radio, an airplane or a chemical process, some other inventor tackles the same idea on a radically different principle, and usually succeeds in getting a patent on his idea. If he cannot beat the original fundamental patent, he can make improvements on it and thus lay the way for infringement suits, which may trail through the courts for years. In the meantime, the first inventor may have lost much of the value of his priority in the field.

Create Competition

That explains why many new patented products that are brought out, almost immediately create a hotly competitive industry—long before the seventeen years have elapsed. Rayon, lacquer, radio and the airplane are a few illustrations out of many that could be mentioned.

Since competition is almost certain to arise despite patent protection, manufacturers in several lines have decided that they might as well license their patents to competitors, and thus put themselves in a position to collect royalties from the industry. In this way infringements are usually prevented or at least are greatly minimized. The industry is left free to develop its markets, rather than waste its energy in patent litigation, as is too often the case in fields where patent licensing cooperation does not exist.

In several instances the holders of patents do not actually engage in the manufacture of the patented article. Instead they license others to make the product or to use the process. That is the way the patent to a paint and varnish remover formula was handled. The owners of the patent licensed paints and varnish manufacturers to add this remover to their line. Each manufacturer made his own remover,

using the patented formula. Any number of patents are marketed in this manner.

In some cases the holder of a patent licenses others to use his idea, and, while he does not himself engage in the production of the article, he supplies an engineering service and in some instances a merchandising service, to his licensees. That, essentially, is the way the chromium process is sold.

In the vast majority of cases, though, the holder of the patent is both a manufacturer and a licensor. He makes the article covered by his patent and also licenses certain of his competitors to use his patent. Thus the Corning Glass Works licenses some of its competitors to manufacture certain of its chemical glassware. The A. M. Byers Company owns the Aston process for making wrought iron. As this is written Byers is planning to license its method of mechanically puddling iron to others. The American Rolling Mill Company has patented a process for rolling sheets mechanically. This process is licensed to the Weirton Steel Com-



U. & U.

Samuel Stewart Bradley, general manager of the Aeronautical Chamber of Commerce. All of the principal airplane patents are being pooled in an affiliated body—the Manufacturers' Aircraft Association.

pany, the Wheeling Steel Company, the United States Steel Corporation and to other concerns in the steel trade.

The Illinois Glass Company has held a license on certain methods from

(Continued on page 327)



TEST EVERY FRIDAY
35
LB.
WITH SCHRADER GAUGE

BY BRUCE CROWELL

Underinflation and overinflation, to

[283]

Test Every Friday, 35 Lbs.
With Schrader Gauge
(Continued on page 314)

"Somehow, I never knew one of these salesmen to catch cold sleeping in a cold room and getting up in the morning and breaking the ice in the pitcher before performing his ablutions."



Those "Good Old Days" in Selling

BY SAUNDERS NORVELL
President, The Remington Arms Company, New York City.

WHEN an old-timer talks to a young salesman about selling, this young fellow almost always comes back with something like this: "Well, of course, it was easier to sell goods in your day. You did not have all the troubles and competition we have now. It must have been a snap to sell goods in those early days," etc. etc. etc.

As people grow older, they are rather prone to talk about the good old times. I have never been in this class. Personally, (while I may not be old, I must at least plead guilty to being somewhat autumnal) I am of the conviction that these present days are far better than the days I have known of long ago.

I suspect some of the old-timers talk about the good old days because they remember those days with the eyes of youth, when all the world was a garden of romance, and on every side there were beautiful maidens to be rescued from dragons, and lovely castles that the young, brave and cour-

ageous could capture and call their own.

Recently at Kansas City, I made an address before a large number of retail hardware and implement dealers, many of whom were customers of mine when I first started out to earn my spurs as a salesman in the good state of Kansas. I had a prepared address. It was on the subject of distribution, but when I met these old friends I discarded my formal address and I talked to them about the good old times.

A previous speaker had just commented upon the present high cost of living and of doing business. I took this as my text. I admitted that when I went to housekeeping in Salina, Kansas, fresh eggs were 25 cents for two dozen, and a good fat chicken could also be bought at the same price. A Swede servant girl worked hard, doing the washing and all of the housework, for \$12.00 a month. All this was lovely. "But," I added, "at that time my personal salary was \$75.00 per month."

Here we get back again to Einstein's theory of relativity. Nothing in this world can be considered by itself. In order to get an approximately fair view of any situation, you must consider all the circumstances in the case. By the way, do you happen to know that the word "circumstance" is from the same root as the Latin word "circus," which means a circle, and, in this word, it means all the surrounding or encircling conditions? Allow me to say, in passing, that nothing is more delightful than the study of the derivation and meaning of words. The next time I retire, I think I shall devote my life to this one study. Nothing could be more pleasant, lead to more thrilling discoveries, or give one wider information.

Here again I am reminded of one of Mark Twain's sayings. In one of his books he remarked, "In this book I give you a great deal of information, in fact, I ooze information, just as the celebrated otter of roses oozes out from the otter."

When I traveled in Kansas, the

average country hotel charged \$2 a day, American plan. In some of the larger cities, such as Topeka, there was the exorbitant rate of \$3, American plan. In those days, it was a common thing for the hotel clerk to say in a matter of fact way, "I suppose you will not object to doubling up with another guest tonight?" That meant that two slept in a bed.

If you have read "The Life of Abraham Lincoln," you will find when, as a lawyer, he made his circuit on horseback from one point to another, it was a common thing for the distinguished legal lights of that day not only to sleep two, but frequently four in a bed.

Silk Pajamas Unknown

Retiring in those early days was not the long drawn out and complicated matter it is today. The salesman of that day did not open his toilet case, take out his tooth brush, his tooth paste and brush his teeth, as recommended by all dental advertisements. The lovely silk striped pajamas some of our "Knights of the Grip" sport today were then unknown. I do not think they even sported any night shirts in the nights of Abraham Lincoln. When traveling, to remove one's boots, trousers, coat and vest, collar and tie was sufficient for the night.

Now salesmen tell us it is absolutely necessary to have a room with bath. It would be a mean house which would instruct salesmen to occupy rooms without baths, I am afraid such a house could not maintain their traveling force.

Then I remember in those good old days when the thermometer hovered somewhere between 10 and 20 degrees below zero, we took long drives off the railroad in an open buggy. How well I remember, after one of these trips of fifty miles, landing in Haynes City, Kansas, and being removed from the buggy as stiff as a dried mackerel. They took me into the little room off the livery stable, stripped me and rubbed me down with horse brushes until circulation was restored. Then I was given several rather large drinks of whiskey and put to bed at the hotel. I awakened the next morning feeling as fit as a fiddle without even the sign of a sneeze.

Compare such conditions with the traveling salesman of today covering the territory in the winter time in his closed sedan automobile with foot warmers and lap robes. Would these salesmen go back to the good old times? I guess not! With an automobile, a salesman is just as independ-

ent as an Arab on his racing camel on the Sahara. You can come and go as you please. When you have finished with a customer, you can depart. How was it in the old days when there was only one train a day, and in order to work two towns with this one train system, a salesman had to double back and forth?

Nowadays, with an automobile, a salesman can eat his breakfast in peace and take his departure at a sensible hour. In those good old days, when trains came at all hours between 1:00 and 6:00 A. M., you had to be on hand to take the train, and you could finish your nap as you traveled. It was common in those good old days for a salesman to spend his night in two beds and sometimes three.

How well I remember in Salina, Kansas, when on Monday morning I would arise in the dead of winter at the witching hour of 4:00 A. M., and take a train on the "U. P." for the West. We arrived in some hotel at six o'clock, before the dining-room

other occupation. Those who remained were strong and healthy. Somehow, I never knew one of these salesmen to catch cold sleeping in a cold room and getting up in the morning and breaking the ice in the pitcher before performing his ablutions. I am inclined to believe our present system of steam heating sleeping rooms is not nearly as good for the health as the pure fresh air we enjoyed in my youth.

The traveling salesman's life in the old days wasn't all tough breaks, although he did have to travel in all kinds of weather and make trains at all kinds of hours.

I might write about the character of the food in those days. Sometimes it was pretty bad, but generally, as I remember, in the smaller hotels, it was good. And what breakfasts we did eat! Stop and think of a breakfast like this: two soft-boiled eggs, a nice thick juicy steak, plenty of potatoes, griddle cakes and syrup, and two or three cups of coffee. How did we ever manage to digest those Gargan-



"I was so cold that they took me into the little room off the livery stable, stripped me and rubbed me down with horse brushes."

was open. We would sit and nurse the Cannon stove until breakfast time, and then we would screw up our enthusiasm and start out to greet a customer in a snappy manner. I never heard a salesman of those days complain of the life. It was considered the regular thing. Not one of us knew any better, and if we had been told of the luxurious manner in which salesmen would travel twenty-five years later, it would have seemed like an iridescent dream.

There was one good feature about the old system. It meant the survival of the fittest. A salesman who could not stand the life, or who was too fond of comfort, soon sought some

tuan meals? Still, salesmen in those days as a class were thinner than salesmen of today. Frequently in hotels I study the salesmen of today, and most of them appear to be too soft, too fat and they look overfed. Nevertheless, I do not believe they eat as much today as they did in the old days. Therefore, the difference must be in lack of exercise. Of course, when a man drives around in a car, carrying his samples, he does not get the healthy exercise old-timers did in carrying heavy catalog cases and grips of samples by hand and foot power from one store to another. Missing all that fine exercise I think is a very bad thing for the salesman

of today, although he may not agree with me.

Of course, we hear stories of how all the old-time salesmen used to drink, and what a hard lot they were. Naturally, in those days there was considerable drinking among certain sets of salesmen. There was also quite a little poker playing at some hotels in headquarters towns, but I do not believe, now that I check up the sales-

devilish, he could go to the roller-skating rink, hire a pair of skates and skate around and around all evening. Good Lord, when I remember the way the women looked in those roller-skating days, with their puffed sleeves and long skirts, they certainly were no temptresses to beguile the innocent salesman from the paths of rectitude.

Do not think the old-time salesman was not a gallant. I can remember

sure I would be glad to have the information that the girl in the red jersey was his girl, and it would not be healthy for me to dance with her any more.

As this gentleman was wearing leather chaps, had a belt around his waist full of cartridges, and as this belt further supported a .45 Colt revolver, I decided I had danced enough that evening, and I sought the seclusion of my room.

The next morning, somewhat weary, I was sitting at the breakfast table when a voice said, "Beefsteak or liver?" There was a certain familiarity in the tone. I looked up at the charming young lady of the evening before and she still wore the red jersey!

Soft for Present Salesmen

The average salary of the hardware salesman in those days, and I mean a good salesman, was about \$150 per month. At the Kansas City convention I met a young salesman who looked quite prosperous. He told me all about the present troubles of the traveling salesman. I asked him a few questions. "What," for instance, "are your annual sales of hardware?" He said that year he would sell about \$150,000 worth of goods. He owned his own home. It cost \$10,000. He had a garage and two automobiles. His wife kept a maid at \$50 a month and he was drawing a salary of \$6,000 a year. When he told me all this I said, "My young friend, I feel like weeping on your neck. I am terribly sorry for you. I suppose that, notwithstanding all of the competition you have, you have long since concluded you cannot sell any goods on Saturday, and therefore you actually work only five days a week. You never have to take a night train, because you travel in your own car. My dear boy, your lot in life is a very sad one. Modern competition is a terrible thing, and you are the victim of the system."

He, of course, thought I was joshing him, but what are the real facts? Just compare the salaries and the comforts of the present-day salesmen with those of the old-timers. Compare the comforts of transportation. Compare the service given by our hotels. As far as I can judge, and I still have managed to retain my eyesight, my hearing and my taste, I would far rather travel in these present unregenerate days than in the good old days.

In my next article I will tell about the dealer of the old days and compare him with the merchant of today.



"What breakfasts we did eat! . . . still salesmen in those days were thinner than salesmen of today."

men I knew in those days, that they were any worse than the salesmen of today.

Of one thing I am sure, and that is the old-time salesman, as I remember him, was not nearly as much interested in the ladies as the salesman of today. Women, of course, have changed since those days. I think they have become far more attractive. Whether it is intentional on their part or not, at the present time the feminine lure, by reason of dress and in other respects, has been highly developed. I am quite sure the mind of the salesman in the old days was left more at peace by our lady friends than at present.

I do not remember in the hotels I visited that dancing was in full blast, not only every afternoon but all evening. The modern hotel has become the center for dancing. It is also the headquarters of the modern salesman. It is therefore not surprising that the young modern salesman has become more or less tangled up with dancing, jazz music and charming young ladies. In the good old times a salesman did not have these diversions.

But, of course, I can well remember, if, after a hard day's work, an old-time salesman felt like being real

one evening arriving at Leonora, Kansas. There was a cowboy dance in full swing. There were about forty cowboys and about ten girls. The *modus operandi* was for every would-be dancer to pay a dollar to the hotel clerk and register in a book. Then he was given a number. When your number was called you could enter the dancing room, pick out a young lady and proceed to do your worst.

On this occasion, as it was impossible to sleep at the hotel on account of the noise, I decided to "shake a foot." I registered, paid my dollar, and, when my number was called, I picked out a sweet young thing in a dark red, tight-fitting jersey. Those were the days when every young lady looked as if she had been poured hot into a form, and it was *de rigueur* for everything to fit somewhat tight. After I had danced with this belle of Leonora some four times, without dancing with anyone else, as I walked out in the hotel office, a cowboy nudged me in the side and suggested a word or two. We adjourned to the darkness beside the hotel. He remarked he supposed I was a stranger, and he did not wish to be discourteous to any stranger who had just arrived in town, but he was quite

How to Coordinate Newspaper Merchandising Service with a Sales Campaign

BY J. J. McCARTHY

Whether or not newspapers should offer merchandising service in addition to white space and circulation is a subject debated constantly. Some of the best papers offer no extra service. Others do. This article deals with facts rather than theory: where merchandising service is offered, the advertiser should use it most efficiently. Mr. McCarthy draws from a long experience in newspaper advertising in showing how to get all the possible by-product values out of the various types of services.

"WHAT cooperation will you give us if we release a 10,000 line campaign to your newspaper in Zenith?"

When the local representative hears this question from the agency space buyer or the advertising manager, he responds with alacrity. It is usually the accepted sign that he is on or nearly on the new list. Renewed enthusiasm creeps into the representative's sales talk. He feels that when he finishes telling exactly what his paper will do to merchandise the campaign, all doubt will be removed once and forever from his listener's mind as to which is the best newspaper in Zenith.

The representative usually will tell glowingly about general statistics, surveys, special reports, sales plans, personal calls, portfolios, the good old standby-route lists, letters to the trade, and *ad infinitum*. It's a pretty picture which he paints. In fact, the cooperation story as framed by some local representatives is even more alluring than the actual space and circulation which he is selling.

There is everything in such a cooperation story, save an offer by the publisher to buy several carloads of the product to be advertised.

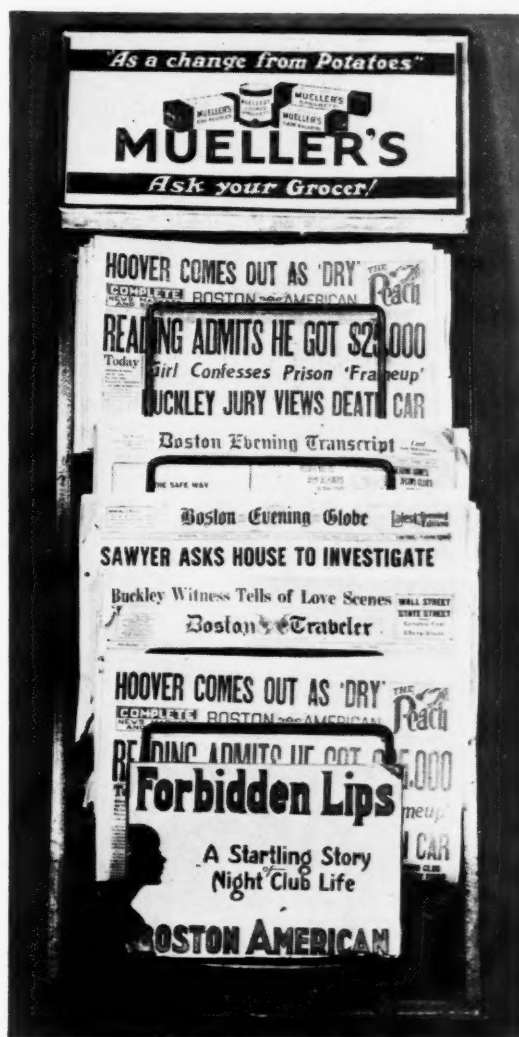
Of course, all the forms of newspaper cooperation as outlined by the enthusiastic local representative are not to be taken too literally. Many of them would be of little use to the ex-

perienced advertiser with a capable and organized sales force. For example, any company which has a set sales policy for working a given territory would have little need for a sales plan as offered by a newspaper. Or for general statistics, either.

However, the knowing agency executive or sales manager will closely analyze the various forms of cooperation which newspapers render. He will discard those which will be of no use to him, and select those forms which will help him to merchandise his local advertising effectively.

Then he will notify the local representative in writing exactly which forms of cooperation he intends to employ. By making arrangements in advance of his campaign, the advertiser will be able to incorporate this cooperation in his local sales plan, and thereby get some real benefit from it. Not a few advertisers overlook the possibilities of this newspaper cooperation, and therefore, pass up many splendid merchandising opportunities.

Some advertisers fail to arrange for this cooperation until the campaign has started in the newspaper. The real force lies in broadcasting to the dealer

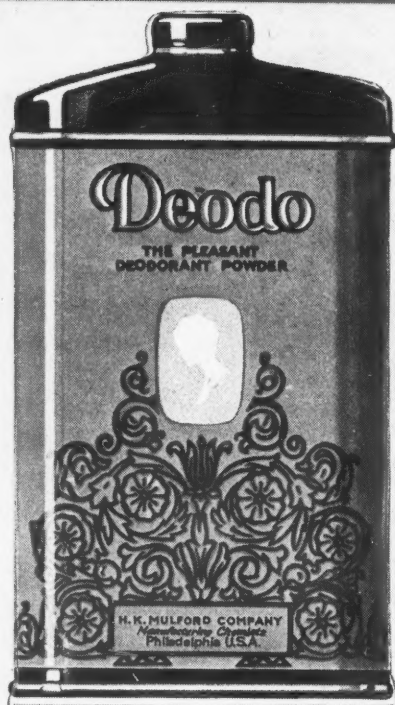


A new and unique form of cooperation which a Boston newspaper offers its advertisers. These racks are so popular that they must be booked weeks in advance.

prior to the appearance of the advertisements.

By working intelligently with the local newspaper representative, the advertiser, through this newspaper cooperation, will be able to bring extra merchandising pressure not only on dealers but also on his own local sales force. If salesmen see the newspaper appreciates their firm's advertising to the extent of circularizing the trade or booking display windows, they will perk up themselves, and begin to show some interest in the campaign.

The following forms of cooperation
(Continued on page 318)



PREVENTS AND DESTROYS BODY ODORS

LITHO IN U.S.A.

U.S. PTD. & LITHO. CO. N.Y.

Delicate art work in these new counter display cards for Deodo emphasize the daintiness of the product.

Jello-O believes in taking advantage of the bargain counter appeal by jumbling the packages. "A package in the hand is worth two on the shelf."

United States Printing & Lithograph Company

Einson-Freeman, Inc.

New Campaigns Feature these Counter Displays



Counter card suggesting the product as it might appear in the buyer's home ready for use.

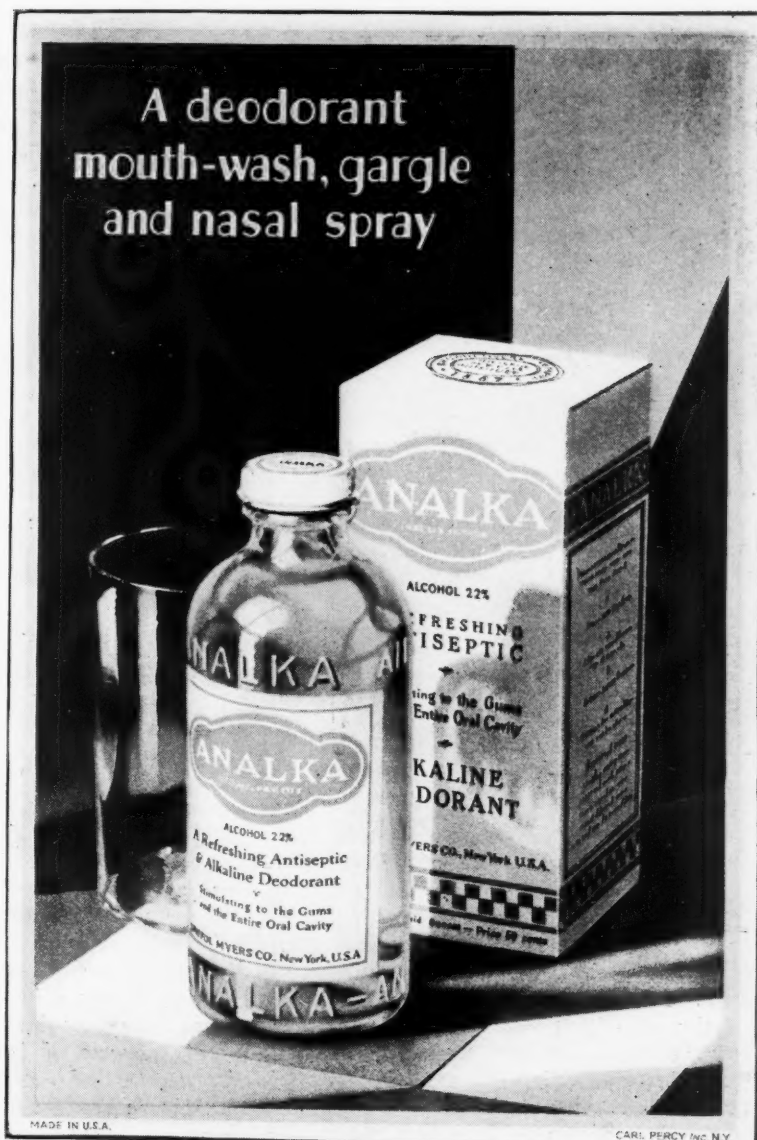
Palmolive achieves a direct tie-up between their counter display and the appeal used in the national advertising. The under support can be folded to make a top to the box; it carries the names and pictures of other beauty specialists.



Robert Gair Company

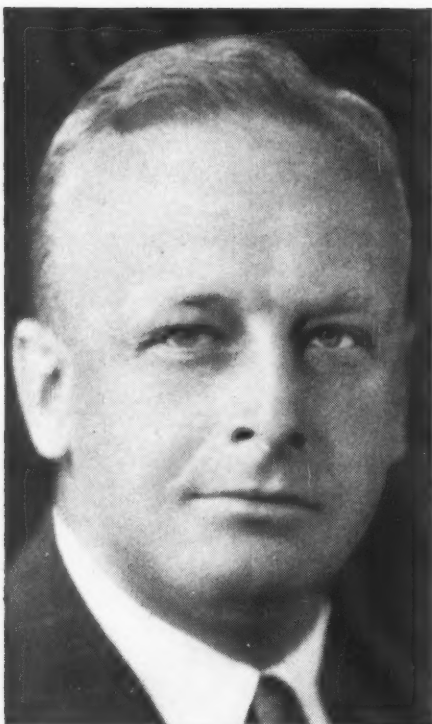
While this counter display will hold six packages of Minute Tapioca, it always appears on the dealer's counter with less than this number. Postum proved by test that when the display is "broken," the housewife is more likely to obey that impulse to pick out a package to add to her market basket.

Einson-Freeman Company, Inc.



Carl Percy, Inc.





H. O. K. Meister

HYATT roller bearings have to make their way in a society in which prestige mainly depends on engineering performance. While they can stand on their own merit, they are usually associated with some other manufacturer's product, such as automobiles, farm implements or industrial machinery. From some standpoints it is a very exclusive society and the actual market is a comparatively thin one.

The number of potential buyers of anti-friction bearings is small. They are confined to manufacturers of automobiles, farm and industrial machinery or other operating equipment, such as railroad cars, mine cars and so on. In the industrial field, for instance, the potential or actual buyers of anti-friction bearings number only a few thousand. However, ultimate users are more numerous, perhaps numbering 200,000 or more. If farm machinery and automobiles are included, the ultimate buyers could then be multiplied by millions.

To win and hold recognition from the original users, prestige must be maintained with the final buyers. The parlance of the circles in which Hyatt moves is that of industry and engineering. Our advertising is written accordingly with the principal appeal directed to the builders of machinery, and the secondary appeal made indirectly to the final purchaser of Hyattized equipment.

The media employed to carry these

Hyatt's Well-Rounded Advertising Program

This manufacturer has the twofold problem of reaching a thin market of big industrial prospects, and, at the same time, of saving his product from the fate of submerged identity in re-manufacture. How the advertising program is "engineered" to meet these needs is explained in this article.

messages are similar to those used for merchandising any technical commodity, namely, the national, farm and trade press, plus sales and engineering literature and direct mail.

These are the high lights in the Hyatt advertising program. One of the interesting phases is the part general advertising plays. The Hyatt advertising in the *Saturday Evening Post* can be regarded partly as "institutional" (though that term has of late been much overworked), or general prestige-building in its nature; and it can be regarded also as "topping off" the rest of the program. This latter aspect of general advertising can best be brought out, perhaps, by citing an example of how it achieves results.

Dual-Purpose Advertising

Let us say that a manufacturer of road machinery sees an advertisement in the *Saturday Evening Post*, featuring Hyatt-equipped boxes as used in trucks of railroad passenger cars. The nub of the message might be, as it was in a recent advertisement of this sort, "The train that runs on Hyatts is the train that you should ride." That message would appeal to him as a traveler, but it might also suggest to him this: since these bearings stand up to the severe demands of railroad car journal service, they might be just the thing he needs for certain bearing locations in his power shovels or concrete mixers. It is possible he has seen Hyatt advertisements in his favorite trade publications dozens of times, admonishing him to consider such applications, but this indirect appeal stirred him to action.

There is this place for the purely non-technical in Hyatt advertising, to overleap thought barriers established accidentally, and, in a measure, to

build general prestige. We consider this is essential to a well-rounded program. But in the main, buyers of Hyatt bearings can best be approached in technical language. This applies also to users, not only in industry, but also to a good extent in the farm field. A list of about seventy-five trade and class publications is employed to keep the name of Hyatt in favorable standing with buyers and users of roller bearings in automotive, agricultural, mining and manufacturing fields.

All of this advertising and promotional work is backing up the Hyatt salesman, who finally "engineers" Hyatt roller bearings into machinery. Our salesmen are qualified engineers and in many cases they have been recruited from fields to which we assigned them. Sales are more likely to be clinched by intelligent study and solution of a mechanical problem than by the usual type of salesmanship. Selling of Hyatt roller bearings is far from a one-call proposition. It usually begins with a diagnosis of a mechanical problem. Often an entire redesign of equipment is necessary; layouts are prepared and tests conducted before the final order is placed and the bearing adopted as standard.

Just as Hyatt bearings are engineered by our salesmen into machinery equipped with them, language of our advertising is engineered to fit separate industries to which it is directed. The seventy-five publications employed in the several fields we sell necessitates the preparation of about thirty separate advertisements each month. We call on our salesmen to help us in this task. By their close contact with various industries, they are naturally well posted as to what is going on. We get most actual in-

Industrial

As told to Franklin S. Clark

BY H. O. K. MEISTER

General Sales Manager, Hyatt Roller Bearing Company, Division of General Motors, Newark, New Jersey.

stallation views to illustrate our trade paper advertisements through salesmen, supplied in the first place by clients usually quite eager to take advantage of this cooperative advertising. An advantageous result of calling upon salesmen to help in carrying out the advertising program is that it serves to keep them keenly interested in it.

But we do not attempt to sell Hyatt bearings on the strength of their well-known name alone, for even though a user does realize a sales advantage, to be able to say that his product is equipped with Hyatt bearings, we want the superiority of the bearings themselves, rather than their reputation, to be their main recommendation.

In all our advertisements—national,

THE SATURDAY EVENING POST

March 30, 1928

TIME was when you contemplated a long train ride with little enthusiasm. Nor was your dread of physical discomfort entirely unjustified.

But the railroads—ever in the forefront of progress—speedily improved conditions. Steel cars supplanted wooden; nature's roadbed was fortified by rock ballast; heavier rails made their appearance—double tracks, more trains, mile-a-minute locomotives, automatic safety controls.

Then, as a final touch, railroads began the use of anti-friction bearings—Hyatt Quiet Roller Bearings.

Now nothing is lacking in speed, safety, silence or comfort—for Hyatt adds that extra-smooth, noiseless, effortless gliding over the rails that means complete relaxation.

The train that runs on Hyatts is the train that you should ride



All over the country you will find coaches, dining cars and Pullmans operating on Hyatt Quiet Roller Bearings.

They are doing away with jolting starts, sluggish pick-ups and plain boring "drag"—substituting in their place the liquid smoothness and restful comfort imparted through the use of quiet Hyatts.

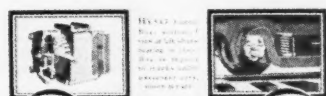
And just as the Hyattway is the Comfort Way for the traveler, so is the Hyattway the Saving Way for the railroads.

Where Hyatt Quiet Roller Bearings are in use, more cars per train can be handled. Schedules are maintained, due to the elimination of the hot box. Maintenance costs are reduced; depreciation of equipment is retarded; a notable economy in fuel consumption is effected. There is increased revenue and a greater public good will.

For your approval, the railroads of America—and Hyatt Quiet Roller Bearings—have transformed the heroic train ride of the past into a pleasant, comfortable trip. So mark you well—the train that runs on Hyatts is the train that you should ride.

HYATT ROLLER BEARING COMPANY
Newark Detroit Chicago Pittsburgh Oakland

HYATT
QUIET ROLLER BEARINGS
[PRODUCT OF GENERAL MOTORS]



THIS BRILLIANT newcomer to the constellation of star-trains—THE BLUE COMET—glides swiftly between New York and Atlantic City on Hyatt Quiet Roller Bearings.

The New Jersey Central's choice of Hyatt was made after a thorough study of the records that this bearing has established on the nation's leading railroads.

"It's Here!
—the newest twist
in trains!"



Comparisons convinced that Hyatt is the logical bearing for the grueling demands of railroad service.

Interesting to railroad officials is the fact that the Hyatt Roller Bearing Journal Boxes were assembled into the Jersey Central's standard trucks by the regular shop force, with the regular shop equipment. The Hyattway is the railroad way.

HYATT ROLLER BEARING COMPANY
Newark Detroit Chicago Pittsburgh Oakland

HYATT
ROLLER BEARINGS
[PRODUCT OF GENERAL MOTORS]

Thus does the New Jersey Central characterize this new train. THE BLUE COMET rounds out the entire of Delco-Couch Equipment designed especially for this train, including Observation Car with Observation Platform, Coaches, Smoking Car and Dining Car.



Hyatt Journal Boxes fit standard A.R. & trucks. No changes in brake rigging, equalizers or other truck parts.

Even though Hyatt's general magazine advertising is ostensibly directed to the consumer of bearing-equipped products or services, it is planned with the thought also of influencing the industrial buyer.

The similarity of this Railway Age ad to the general-medium copy reproduced above exemplifies the "family resemblance" policy which this company follows in all its advertising.

farm and industrial—we employ a "family style." This helps associate Hyatt advertisements, regardless of how widely disassociated is the use of the bearings. No matter where a reader sees our copy, either in a paper covering the field of the products he sells or a publication he uses for data on new manufacturing methods, a Hyatt advertisement has the same makeup characteristics. Call it cumulative effect, or what you wish, but we regard it as an advantage, and have followed this plan for a number of years, as it literally gets the readers going and coming.

As much pains are taken with preparation of trade paper advertising as with preparation of an advertisement for the Saturday Evening Post, representing many times as much investment in space. We feel the trade paper advertisement is in its special field just as important as any general advertisement, and those who see it, while there may not be as many of them, may be far more exacting in their judgments.

(Continued on page 326)

How the Louisville Survey Will Alter Present Distribution Policies

BY SHIRLEY E. HAAS

Secretary, The Louisville Grocery Survey

THE great amount of interest announcements of the Louisville Grocery Survey have aroused unquestionably indicates the value of the final report. But all the work and expense involved will be a poor investment unless leading manufacturers, wholesalers and retailers promptly apply the facts and information to solving their distribution problems.

When the report is published only a very small part of the purpose of the survey will have been accomplished. Already, several members of the distributive groups who have taken part in the work have used the findings to reduce expenses and improve service, and their experience proves the inestimable value of economies which can be achieved generally in food distribution, if an adequate program of application and demonstration is formulated and widely accepted.

Question to Be Answered

Although the survey will not be completed for several weeks, many factors of such a program are clearly indicated. Perhaps it is just as well that publication of the report has been delayed through lack of funds and other handicaps. We had hoped to publish it in May, but it will not be possible to get it out before July, from the present outlook, and in the meantime we need the best thought in the entire industry of distribution to aid us in finding the correct answer to a serious question, and in formulating a program both practicable and acceptable.

The question deals with the propriety of naming various brands of grocery products found in stocks of both wholesale and retail dealers. A principal feature of the survey is the isolation of every cost factor in the movement of items from the factory to the consumer. We had intended to name items in the report; but, while this is best from the retailer's point of view, there appears to be a number of valid reasons why it should not be done.

Aside from the interests of the industry, there is no reason why the brands cannot be named. The report will be published by the survey organ-

The condition of the well-managed independent retail grocery indicates the independent channel will develop on a sound, economic foundation, says survey secretary. Findings indicate independent's problems will have to be solved in upper strata of distribution — by manufacturers and wholesalers.

ization, and its publication will not be governed by the regulations of the Department of Commerce. Although the part taken by the department has been indispensable, the survey is distinctly a Louisville project, and we are anxious to publish the report in a form which will make its findings readily available to the largest possible number.

It is unquestionably in the interest of the retailers to publish the brands. If code names or numbers are used more or less confusion will result, and it is likely more retailers can be induced to apply the findings if they are expressed in familiar terms. However, several manufacturers have objected to publication on the ground that the information, if apparently detrimental to certain products, may be used unfairly by competitors.

There are logical arguments for and against the publication of brands, and we realize that there is danger in establishing a precedent which may be harmful. We understand similar surveys are being planned for other industries in other cities, and because much of this work will follow the lines of the Louisville Survey, we do not wish to establish a precedent objectionable to any class of distributors.

The campaign of education and of demonstration which must follow the survey, if the findings are to prove of value, demands close, enthusiastic cooperation. If it is decided publication of the brands is essential, we feel sure manufacturers will withdraw their objections. On the other hand if publication promises serious harm to any individual manufacturer or class, we shall have to find a way to overcome

the resistance that the use of code names may create. Frankly, at this time, we do not know how to decide the question fairly, and it would be helpful if SALES MANAGEMENT would ask for and publish opinions for and against publication of brands, that we may have an unmistakable consensus on which to base our decision.

At every step of the survey, and throughout preliminary work, the necessity for complete cooperation between the manufacturer, wholesaler and retailer has been evident, if the major problems of food distribution are to be solved. For a number of years our local retail grocers' association, of which I am also secretary, spent a great deal of money and effort in attempting to relieve our part of the industry of unnecessary cost burdens. Everywhere we turned, we found our problems originated or were reflected back somewhere along the channel of distribution, and we did not accomplish anything worth-while until the Allied Food Committee was organized. This committee consists of five food manufacturers, five wholesale grocers and five retail grocers, and its various activities finally resulted in projects leading to the survey.

One of the best illustrations of the necessity of cooperation is furnished by details of the survey dealing with the small retailer who, because he cannot obtain enough volume to meet his expenses, is a failure before he buys his opening stock. For twenty years or more, we have known retail grocers of this class are responsible for a large part of waste in food distribution, and we blamed wholesalers for putting them in business.

The Chevrolet
Motor Company
presents —

The Story of a Wonderful Dealer

Produced by the
Newspapers Film Corp.

 A Jam Handy
Picture

Causing Wonders to Cease

When the Chevrolet Motor Company decided to sell standardized accounting to their dealers, they engaged expert service to help them present their ideas.

Under Chevrolet supervision, the right motion picture for the purpose was planned and produced on schedule.

With the assistance of Jam Handy Picture Service, a short satire was developed to sell the importance of "knowing where you're at," instead of wondering. It was shown to dealers and their bookkeepers throughout the country and the desired result has been obtained.

Motion pictures of the right kind offer the clearest, quickest way to make effective impressions that carry conviction and supply proof.

Jam Handy Picture Service is organized to produce pictures that get men to see things your way. Fourteen years of successful experience has developed a skilled staff of over a hundred persons, highly specialized in making industrial motion pictures and other lighted pictures for sales education and service instruction.

On the technical side, Jam Handy Picture Service has the largest studios and laboratories in the world devoted exclusively to the production of commercial pictures and is producing on a scale that gives you the benefit of big production economies.

Every picture we have ever produced has helped to accomplish the buyer's purpose.

Jam Handy Picture Service

Newspapers' Film Corporation

6227 Broadway, Chicago

NEW YORK, GRAYBAR BLDG. — DAYTON, 887 REIBOLD BLDG. — DETROIT, GENERAL MOTORS BUILDING
REGIONAL SALES AND SERVICE REPRESENTATIVES AT PRINCIPAL POINTS THROUGHOUT THE U. S.
STILL AND MOTION PICTURES — PROJECTORS — ANIMATED DRAWINGS — SCREENS — SLIDEFILMS

Before the survey was started we knew an average of approximately thirty-two retailers of groceries set up business every month in Louisville, and thirty failures occurred during the same period. We hoped that our city would show up better than others in this respect; but the survey discloses that about 27 per cent of all our independent retail grocery stores are doing less than \$5,000 a year, and this is about the average percentage for all cities.*

The business of these dealers is the result of the fallacy that large volume is profitable at any price, and that a multiplicity of outlets is necessary to large volume. Soon we shall have the facts and measurements to show the amount of useless expense and waste for which this class of dealer is responsible, and just what the business costs the manufacturer and wholesaler in terms of higher prices. I am sure we shall be able to prove both stable volume and profits depend, not on a multiplicity of retail outlets, but on intelligent retail store management.

Uneconomic Selling

From the point of view of many wholesale grocers, some distributor will be willing to supply this class of retailers, and they decide that they might as well take the business. Unwarranted fear of competition drives them into uneconomic selling, and belief in the necessity of large volume encourages them to take unsound risks. Quite naturally, their losses must be absorbed in their general pricing and are finally paid by the public.

The manufacturer's contribution to the condition is due very largely to forcing goods on wholesalers by means of special quantity discounts, free deals and other selling schemes. Many manufacturers are evidently so intent on securing large volume that they lose sight of the fact that the wholesaler is a distributor, and not merely a buyer, of their products.

Unless I am mistaken, the survey will prove every manufacturer in the food industry can build his business and profits permanently only by promoting an uninterrupted flow of distribution, and not by selling large quantities of his products to individual buyers. The survey will also show the extent to which the small, unsuccessful retailer contributes to the demoralization and unnecessary expense of distribution by retarding the steady flow of products and creating sales resistance for both manufacturer and

wholesaler. It will also reveal facts whereby the wholesaler can identify the very small percentage which has a chance of success, and indicate the means whereby the small dealer who is properly equipped may be aided to develop a useful and economical outlet.

It is obvious any adequate program of demonstration must be concerned with this problem of the small, unsuccessful retailers, since we have established that they offer the successful retailer of foods the most demoralizing competition which confronts him. In a measure, the competition of chain stores is shown to be a blessing, for it has compelled intelligent independents to study their business and improve their methods; but the competition of the inefficient, unsuccessful small retailers cannot be met.

Spending \$7.50 to Sell \$7 Bill

As an indication of the losses created by encouraging a multiplicity of small stores, we found in one instance manufacturers and wholesalers were spending \$7.50 a day soliciting a grocer whose average daily purchases were only seven dollars. When spread over the number of salesmen who called each day on this retailer, the losses seem trivial; but when the many thousands of such stores are solicited, as compared with the number of successful stores, the loss mounts to a staggering total. We believe manufacturers and wholesalers have paid little attention to eliminating this loss, because it has been a vague item spread over general selling expenses. But soon we shall have facts on which to base accurate estimates, and I am sure the result, when set forth in red ink, will be so convincing that manufacturers and wholesalers will set to work promptly to solve the problem.

In framing our program, it is not our purpose to put out of business any individual or group. I am sure every one of the 150 executives of food concerns, government specialists and others who have worked to make the survey a success, would like to see a large percentage of the small merchants grow rapidly into successful retailers; but the survey has shown that all but a very small percentage are doomed to failure. The condition they create, if merely let alone, will correct itself in a few months or a year or two. It is only necessary for manufacturers and wholesalers to recognize the value of the facts revealed and to modify their policies and selling methods to prevent a repetition of the condition.

Another important revelation is that the intelligent retail grocer who is a

good business man is in much better condition than we thought. Undoubtedly, establishment and dissemination of facts regarding better stores will tend to change the policies of many manufacturers, modifying selling practices to eliminate conflict with the profitable distribution of food products through the independent channel.

The condition of the average well-managed independent grocery clearly indicates the independent channel will develop on a sound, economic foundation in the future, and that chain and independent stores appeal to different and rather well-defined classes of trade. The survey includes retail stores of all sizes and classes, in a variety of neighborhoods, but since the investigation was limited to twenty-eight stores, it included comparatively few of the best class. However, as a preliminary effort, last summer, the Allied Food Committee requested fifty selected independent grocers to give a statement of the volume of their business for July, 1927, as compared with the same month last year, and in every case but one they were found to have increased their volume.

An Outstanding Retailer

One outstanding retail grocer, whose store was among the first to be surveyed, made approximately \$12,000** during 1928, in a medium-to-poor neighborhood, with less than \$135,000 as his total volume for the year. He had about \$6,000 invested in fixtures and equipment and \$3,200 represented his liquid capital. His rate of turnover equaled the best record made by any chain organizations, so far as we have been able to learn, and he was able to beat chain prices on many of his items.

While, as yet, there are few independent retailers in this class, the record of his business shows what can be accomplished. Therefore, an important part of our future program should be the broadest possible dissemination of the records of such stores with explanations of methods used. It is impossible to overestimate the value to manufacturers and wholesalers of encouraging intelligent men with sufficient capital to enter the retail grocery business, and for this reason it is essential that our program include the widest publicity to findings of the survey.

The consumer survey, which will complete the investigation and which is now well started, will require about

(Continued on page 316)

*The Census of Distribution in eleven cities found that among 20,886 grocers and delicatessen stores with sales in 1926 of \$488,509,000, 4,524, or 27.42 per cent, sold less than \$5,000 worth of goods a year.

**The average chain grocery has a volume of about \$46,000 and a net profit of \$1,000.



The Bulletin of Marketing Facts for Agents & Advertisers

In a Buyers' Market national advertisers have a common aim

"NEVER mind the other fellow—let's go after the business," is the way some advertisers justify a strictly competitive policy in national advertising.

Too many advertisers trying to get a bigger share of existing business too few trying to create essential new business. Too much competition and not enough comprehension of the basic fact established by the Engineering-Economics Foundation that "growth of *factual wealth* must precede growth of *material wealth*."

In plain words, the consumer must have and use knowledge before he will buy and use things. Public education in oral hygiene must precede the growth of tooth paste and tooth brush sales. Public enlightenment must pave the way for greater sales volume in each industry and in its every division.

Here the business press has found and developed its fullest opportunities. Its function is the distribution of knowledge—of the *factual wealth* which must precede growth of *material wealth*—outward and upward through every channel of industry and trade, which is the logical and economical pathway to the consumer.

Every A. B. P. Paper is an A. B. C. Paper and a Leader in Its Field

"They serve their own interests best and develop their common markets at the same time by planning advertising to stimulate new wants, new customs, new modes and new habits of use."

—says Dr. Godfrey

The Modern Business Press Promotes Market Development as well as Industrial Technic

Every A.B.P. Paper is broadcasting not only how better to make things, but also how to make things better—building new markets by creating obsolescence of styles, products and ideas. The A.B.P. is an organization of leaders—each exercising its leadership through constructive education.

Advertisers and agents who appreciate the basic soundness of this policy will be given every facility for effective cooperation upon request to A.B.P. headquarters.

A copy of Dr. Godfrey's enlightening monograph, "Creative Wealth," will be mailed free if you write.



The Associated Business Papers Inc.
No. 52 Vanderbilt Avenue, New York



3 Per Cent More Returns When We Added a Postscript

BY CHARLES A. EMLEY

De Long Hook & Eye Company, Philadelphia, Pennsylvania

THE right kind of postscript often will increase the effectiveness of a sales letter. If, for instance, you wish to emphasize an important point which might be overlooked if embedded in the body of the letter, put it in a postscript.

Perhaps you want the recipient of your letter to check, sign and return a postal card. Any of the following postscripts should increase returns. In fact, a letter sent out by De Long bearing the first of these three postscripts brought 3 per cent more returns than the same letter without the postscript.

"You won't forget to check, sign and return the postal card promptly, will you? Thank you!"

"Don't forget—if you check, sign and return the enclosed postal card promptly you will receive a free of charge."

"The only way you can be sure to get a copy of this helpful booklet is to check, sign and return the enclosed postal card immediately."

To Stress Important Point

The De Long company makes a laundry pin with a patented self-locking device. There is another pin on the market exactly like it in size, shape, etc. but it does not lock. It is difficult to distinguish one pin from the other simply by looking at them. To make sure that our customers won't mistake the competitive pin for De Long's, we emphasize the difference in the body of our letters and add this postscript:

"Remember De Long's is the only laundry pin that locks."

If a buyer is away when a De Long salesman calls we write him a letter suggesting he mail an order if his stocks are low. Then we add this postscript:

"Won't you please look over your stocks right now and mail us an order if you need anything? As you know, you can't afford to be out of wanted items."

About two months ago, we ran a trade paper advertisement setting forth our attitude toward the wholesaler. A reprint of the advertisement and a brief letter were sent to every wholesaler on our mailing list. This postscript brought dozens of requests for additional copies:

"If you'd like some of these reprints to mail to your customers just tell us how many and we'll send them to you free of charge."

Often the postscript catches our eye first when we open a letter. If it is interesting, it will doubtless prompt us to read the entire letter. The other day, for example, our purchasing agent received a letter about a new kind of machine calculated to save time, labor and money. The postscript, which caught his eye the moment he opened the letter, was all that saved the letter from the wastebasket. It read:

"Read that fourth paragraph again, please!"

The fourth paragraph was an excerpt from a letter the machine manufacturer had received from the factory superintendent of a nationally known

firm. It contained figures showing what the machine had saved this firm in time, labor and money and it prompted the purchasing agent to read the letter through and act upon it.

Recently, the district sales manager of a firm making display material wound up an interview by inviting me to lunch with him "next Tuesday." I accepted the invitation but neglected to note the date on my desk calendar. No matter, two days later I received a follow-up letter bearing this postscript:

"Don't forget, Mr. Emley, that you have a date with me next Tuesday at noon."

One could give dozens of other illustrations proving that an interesting postscript, when there is a logical reason for it, will increase the effectiveness of a letter.

2,000 Cigar Stores May Merge; Would Add Soda Fountain Lines

Merger of 2,000 or more independent cigar stores throughout the country, for the purpose of effecting united buying and of carrying more diversified lines through the addition of soda fountains and luncheonettes, is now being worked out by the Associated Cigar Stores, Inc., of Buffalo, a new organization headed by William E. Mathias, manager of the Joseph T. Snyder's Cigar Stores there.

One thousand stores, Mr. Mathias believes, will affiliate by July 1. Each store will retain its present identity, but will be owned by the Associated corporation.

If completed, the merger would rank in size with the United Cigar Stores, which operate 1,300 stores and 2,000 agencies, as the largest retail cigar chain in the country. It would be considerably larger than the 300-store chain of David A. Schulte.

The announcement of the new company and of its soda fountain and luncheonette plans was almost simultaneous with a decision by Mr. Schulte to establish additional lines of mer-

chandise in all of his company's new stores. This action was the result of the policy of a number of chain stores in the drug, grocery, department and other fields to sell cigarettes at cut-rate prices. Ultimately, an official of the Schulte Retail Stores Corporation told SALES MANAGEMENT, their organization will operate soda fountains in all of the Schulte stores. Three soda fountains are already in operation; twenty-five will be started before the end of this month.

The United Cigar Stores have operated under this policy for nearly a year. More than 200 units in their chain have already been used as the nuclei for the Whelen Drug Stores, named after C. A. Whelen, president of United Cigar. Mr. Whelen plans to extend his chain to 1,000 stores.

"No particular brand of tobacco, cigarettes or cigars will be given preference in the Associated Cigar Stores," Mr. Mathias explained, "but the power of the merger will be directed toward united buying rather than to specific distribution."

Unlike **MOST PROVING GROUNDS!**

*The Indianapolis Radius reveals
the facts you seek,--easily, quickly
and economically.*

SPLENDID railway, interurban and motor bus transportation makes it easy for your salesmen to work the Indianapolis Radius. This typically American market, with its numerous towns and cities, constitutes a worth while proving ground which is both prosperous and responsive.

In Marion County (Indianapolis) 86 out of every 100 families read The News. In the surrounding area, The News is an institution in 47,605 additional homes. Obviously, this huge concentrated circulation is ample for your needs.

The News . . . ALONE . . . Does the Job!



The
INDIANAPOLIS NEWS
sells The Indianapolis Radius

DON BRIDGE, Advertising Director

DAN A. CARROLL
New York: 110 East 42nd St.

J. E. LUTZ
Chicago: Lake Michigan Bldg.

Leaders Debate Mass Merchandising at U. S. Chamber Meeting

BY JAMES TRUE

TO many manufacturers, wholesalers and others in attendance, the most important feature of the annual meeting of the U. S. Chamber of Commerce, in Washington last week, was the round-table conference and open discussion of mass merchandising. Chairman John H. Fahey, publisher of the *Worcester Post*, Boston, announced it was the largest meeting of its kind ever held by the chamber, and requested Godfrey M. Lebhar, editor of *Chain Store Age*, to open the discussion.

Mr. Lebhar said that he was familiar with the pet theories of J. Frank Grimes, president of the Independent Grocers' Alliance, who was to follow him on the program, and that while there was much to be accomplished in cooperative effort, there were many inherent weaknesses in all attempts to meet chain store competition. He emphasized the fact that the experimental census of distribution in eleven cities showed that out of about 84,000 retail stores, 28 per cent do less than \$5,000 a year, and discussed the demoralizing effect on all distribution due to small, inefficient retailers, doomed to failure.

No Curb on Opportunity

If the census gives a correct picture of distribution to the 10,000,000 population of the cities, he said, it could be considered as a fair cross-section of the country. In that event he thought that chains do not shut the door of opportunity to ambitious young men, as Mr. Grimes claimed, unless by shutting the door was meant the speeding up of the exit of small, inefficient grocers who could not succeed under any circumstances.

Mr. Lebhar estimated that only about 4,500,000 people are affected by recent changes in distribution, while the remainder of the country's population is benefited.

"If the independent is as inefficient as he appears to be, then the work of Mr. Grimes is greatly needed and is a useful project," he declared. "We welcome voluntary chains of the kind. They are a great improvement over the thousands of retail grocers who sell less than \$5,000 a year. Furthermore, they advertise the chains and endorse our methods by simulating the

Godfrey M. Lebhar of Chain Store Age, J. Frank Grimes of the Independent Grocers' Alliance, W. T. Grant of W. T. Grant Company, E. C. Sams of J. C. Penney and E. M. West of Dodd and West present the case for and against chain store selling at session.

appearance of our stores and adopting all of our merchandising methods.

"We are not willing to admit equality, however. There are many weaknesses in the voluntary chains. Each unit remains independent, and this is thought to be an advantage. But it is really a serious disadvantage—a weakness. We know, because one of the worst problems of the chains is to secure managers who will follow instructions. Many managers think they know best and will not conduct their stores according to uniform policy. If this is true of hired men, it is surely true to a greater extent of independent retailers. You can't get them to work together. They're like an army unit, every private of which is doing what he thinks best, and they're about as effective."

Another weakness of the voluntary chain, claimed by Mr. Lebhar, arises from the necessity of concentrating purchases. He explained that economy demands that every independent dealer in the organization buy from as few sources as possible, and that there is a possibility of the wholesaler trimming the dealer just as soon as the former controls a large part of the retailer's business.

"I can't help thinking," he concluded, "that the chain system represents, at the present time, scientific retailing in its best form. Of course, I cannot say what the future development will be; but I am sure that the chain system as we know it today is the best form of retail distribution."

Mr. Grimes replied that he was glad to hear Mr. Lebhar admit chain stores could not get managers who did what they wanted them to do.

"His admission merely proves," he added, "that it is impossible to buy the honest cooperation we are getting

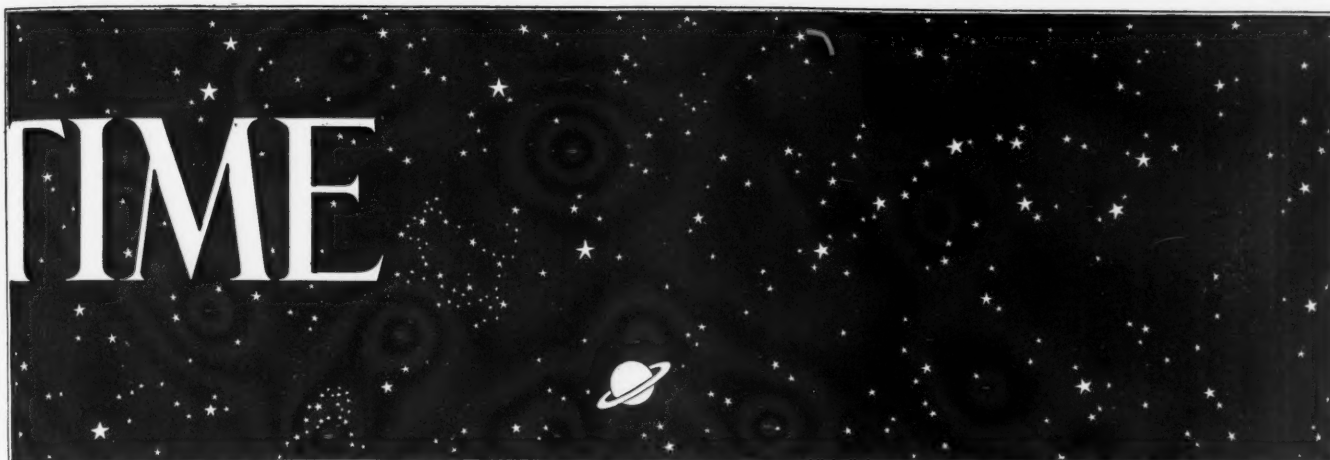
from the members of our voluntary chain. And I assure you that the co-operation we are getting from thousands of retailers who are striving to help themselves by helping each other far surpasses that which is bought with money—with a wage.

"This question is one of the greatest national importance, because of the character of retailing. American prosperity is largely the result of the success of numerous small communities, and in most of these communities retailing is the only industry besides farming. They may try to joke about it and kid you, but you can't skim the profits from the principal business of the towns and small cities of this country without the result of national disaster.

"Aside from all the funny adjectives used to belittle the independent retailer, he is a big factor, an essential factor, regardless of his inefficiency. As an American citizen, I am in favor of the independent, and I will not be hounded into believing that anything good can come from organizations which take over the retail business of communities, having no interest in those communities but the profits they can drain from them."

Mr. Grimes showed that the prosperity of the country depends not so much on slight savings in production and distribution as on the purchasing power of the masses. He related several incidents to indicate that the operations of mass distributors, while they pretended to offer marked savings, actually tended to reduce buying power.

"Not long ago," he continued, "an official of a large chain organization said that grocery chains saved the people last year approximately \$300,000,000. He evidently arrived at this



TO REACH THE MOST INFLUENTIAL U.S. FAMILIES •• ECONOMICALLY, EFFECTIVELY.

What Do Advertisers Read?

Platt-Forbes agency
solves the "mystery"

5,000 men prominent in the placing of national advertising were asked: "What three magazines do you read most habitually?"

1,755 answered. These five magazines received the most votes:

	First Mentions	Total Mentions
TIME	621	1,277
Sat. Eve. Post	321	753
Colliers	258	530
Lit. Digest	92	335
New Yorker	72	237

POPULARITY
VITALITY

Would you care for the complete results of this unbiased investigation? Write TIME's Promotion Manager, 205 E 42nd St., New York City.

THE VITALITY OF TIME'S PAST AND PRESENT INSURES TIME'S

FUTURE

figure by deducting the special prices of the chains from the regular prices on a lot of selected items, using the percentage against the total volume sold. Such a method is misleading and cannot be accurate in its result; but let us assume it is correct.

"Last year one of the largest institutions of mass distributors in the grocery field did an average business of only \$1,000 per week per store. Figure the claimed rate of saving down to the individual chain store, and then down to the individual customer, and you won't have enough to do anybody much good. And if that chain store organization had paid its clerks \$25 a week, as it should have done, instead of \$15 a week, it would have wiped out the entire saving claimed.

Supports 30,000,000

"It is estimated that there are 7,000,000 people employed in independent retail and wholesale houses in this country. This means that about 30,000,000 of our population are supported by independent distribution. And you can't take a shot like that at the incomes of 7,000,000 families without great harm to the buying power of the nation."

The mass idea in business, Mr. Grimes admitted, is of tremendous importance, and it is necessary to do business in a big way. But this doesn't mean that the little fellow hasn't an important place in the business scheme, and that we can't give to him some of the influence and power that arise from doing things in a big way. It is simply a problem of organization and cooperation.

"The chains have taught us a lesson and pointed the way, and wouldn't we be dumb-bells if we didn't take advantage of everything they do? We must adopt similar methods to secure the same advantages—if there are any. The chains have no copyright on mass buying. There is no monopoly on business methods and I deplore the fight that is coming when all independent retailers learn to use chain methods against the chains. It is going to be a peach of a fight, however, a fight to a finish. For they can't take away the individualism of America and give us absentee ownership for a substitute. We shall fight to the last on that issue, and the finish may be fought out under the dome of the Capitol here in Washington."

The quality and degree of cooperation obtained by his organization, Mr. Grimes illustrated by two experiences. The first was a cooperative sale of dustpans, an item retailers never had sold, but it was thought that the pans

would make an attractive special. The item was advertised by the I. G. A. members and during the week's sale more than 400,000 were sold. The factory producing the goods reported it had sold more dustpans for the sale than it had manufactured during the previous ten years.

The other experience was that of a retailer who recently visited the offices of the organization in Chicago. The year before he joined he made a profit of \$1,900 out of his business; last year his business paid him \$9,300.

"I could mention hundreds of sales like this one," Mr. Grimes declared, "and relate the experiences of thousands of retail grocers who have built up their business in the same way. Does it mean that voluntary cooperation is the best and most effective kind? Does it mean that we get just about 100 per cent cooperation from our retail grocers? I'll say it does!

"It is amazing how manufacturers have scrambled forward to sell chains the ammunition with which to defeat the only opportunity for profitable business open to the manufacturers. It is astonishing that we should condemn the little fellows in the retail field with no thought of trying to help those who are worthy. Suppose there are 37,000 retailers in the eleven cities of the census who are doing less than \$5,000 a year. Let me tell you that about 5,000 of them are going to succeed eventually, and if we help them we are doing a fine thing for our country.

Offer Business Training

"It is surprising how many of our great captains of industry got their first business training in small retail stores. In their communities, when they were lads, the retail stores offered them their only opportunity for business training, and we must not allow the same door of opportunity to be closed against our boys and girls. Of course, there is great room for improvement and the methods of the retailer must be improved. For the retail business must remain independent if America is to continue to be the prosperous land of opportunity."

A cheerful and encouraging note was expressed by W. T. Grant, president of the W. T. Grant Company, who said that he did not look upon the situation as a fight, but rather as a searching for better ways of doing necessary things. "America stands for fair play," he continued, "and we've got to find the right way.

"I approve of helping the independent dealer. My company will give them anything we've got. The results of the research and investigat-

ing we've done are open to them at any time. We don't believe that we can profit by withholding economic information that will be of use to anyone. We must remember that business is ever changing, and that the chain method of distributing is merely a development of that seeking to do things in better ways.

"I was an independent retailer once. I was a very small independent and the department stores gave me competition that was very similar to the competition offered by the chains to the independent today. But I found I could lick the stuffing out of the department stores.

Most Important Factor

"We hear a great deal about the advantages of mass buying; but as a mass buyer I assure you the advantages are comparatively small. Operation expense is a much more important factor, and, as an independent merchant, my cost of operation was 10 per cent less than it is today for our chain of stores.

"I hold a brief only for those individuals and organizations which render a real service to the public. A man's right to earn a living depends on his ability to supply a need.

"I didn't start out to establish a chain. I worked to make a success of one store, and I worked hard. After a while other communities wanted me to start other stores to supply their needs. Now I'm one of those devils with horns, according to some people; but if I've changed at all I've changed for the better.

"The country's business is always in a state of transition. Years ago a change in women's fashions put bustle manufacturers out of business. We've seen vast changes in the bicycle business and many others. Now we are suffering some pain from readjustment, but it should not stop us from trying to do things better. Unquestionably there are too many retailers and the situation is spoiling good men. I believe that four out of five retailers could go out of business to the benefit of retailing.

"It is a contemptible practice, that of selling goods without a profit. And there has been a lot of rotten financing in the chain store field—there's no doubt of that. But there has been too much sentimentality in our discussion of the subject and too few facts. After all, the best retailing gives the people the most things they want most, and the system which does just that will win, no matter what you call it."

Later Mr. Grant answered a question. (Continued on page 324)

—[LITTLE DRAMAS IN THE LIFE OF A GREAT NEWSPAPER SYSTEM]—

Have Traffic Fatalities *ceased to be* NEWS?



Painted for Scripps-Howard Newspapers
by Floyd Munson

"HURRY," said mother, giving Homer a quarter to get an extra head of lettuce . . . "Hurry," said the foreman to the truck driver with a load of express . . . And now one of them will never hurry again. And the other will lose his job, his license, and his peace of mind forever.

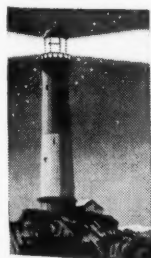
Automobile accidents have become so common that some editors consider even a fatality worth no more space than the short news item above. But loss of life on the highways is not presented by the SCRIPPS-HOWARD Newspapers with such slighting brevity. It is presented as vital news, as a warning, and to focus public atten-

tion again on one of the major menaces of the day . . . traffic.

For the SCRIPPS-HOWARD Newspapers have been fighting traffic dangers, and trying to help solve the traffic problem, for many years. They have conducted campaigns in their respective cities, for traffic lights, safety zones, extra policemen, and

crossing signals. Frequent editorials help to impress both drivers and walkers with their responsibilities. Schools, clubs, and associations have been enlisted to help reduce the appalling number of traffic fatalities.

Traffic is a killer. It is the ogre of our age. It imperils the life and safety of every citizen. And the SCRIPPS-HOWARD Newspapers regard traffic accidents as ranking among the most important news features of our times . . . to be given an emphasis that stops the unthinking, that warns the irresponsible, and that continually threatens the criminally careless driver with active and widespread publicity.



NEW YORK *Telegram* SAN FRANCISCO . . . *News* INDIANAPOLIS . . . *Times* AKRON . . . *Times-Press* YOUNGSTOWN *Telegram* KNOXVILLE *News-Sentinel*
CLEVELAND . . . *Press* WASHINGTON . . . *News* DENVER *Rocky Mt. News* BIRMINGHAM . . . *Post* FORT WORTH . . . *Press* EL PASO *Post*
BALTIMORE . . . *Post* CINCINNATI *Post* TOLEDO . . . *News-Bee* MEMPHIS *Press-Scimitar* OKLAHOMA CITY *News* SAN DIEGO *Sun*
PITTSBURGH . . . *Press* COVINGTON, *Kentucky Post* COLUMBUS . . . *Citizen* HOUSTON *Press* EVANSVILLE *Press*
— *Kentucky Edition of Cincinnati Post* ALBUQUERQUE . . . *New Mexico State Tribune*

SCRIPPS · HOWARD

NEWSPAPERS

MEMBERS OF THE AUDIT BUREAU OF CIRCULATIONS
AND MEMBERS OF THE UNITED PRESS

NATIONAL ADVERTISING DEPARTMENT, Stuart S. Schugler, DIRECTOR, 250 PARK AVE., NEW YORK, CHICAGO, SAN FRANCISCO, DETROIT, LOS ANGELES, ATLANTA, PHILADELPHIA, DALLAS



N. W. Ayer & Son; Rockwell Kent, Artist

This pen and ink drawing by Rockwell Kent won a medal award in its group at the exhibition. The drawing was used as an illustration for a Marcus & Company advertisement.



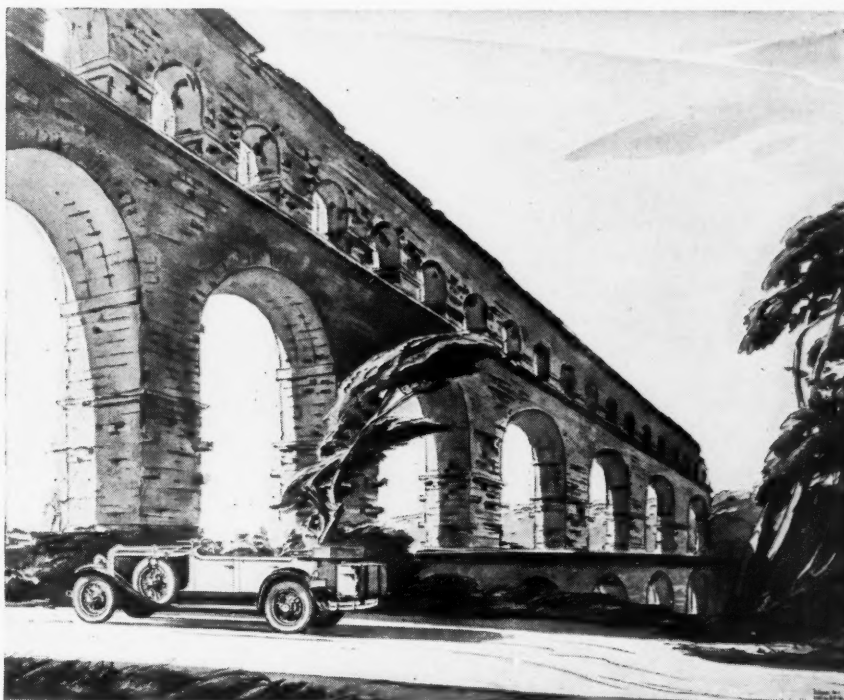
Henry G. Bollin Studio

An attractive poster, using the modernistic and incorporating in its simplicity the three articles which it advertises, won a medal award in the poster and car card group. Bamberger's, Newark department store, is the advertiser.

Sales Management Gallery

Five of the twenty-six art pieces which won awards at the Art Directors Club Eighth Annual Exhibition, which opened in New York last Saturday. The show will continue throughout the month. A story of the exhibition will be found in the news section of this issue.

The Society Illustrator's Medal and first honorable mention went to this illustration for a Cadillac advertisement. The work belongs in the paintings and drawings in color group.



MacManus, Inc.; Edward A. Wilson, Artist



The conqueror of one pole attempts the other. Commander Byrd, the Antarctic, 1929.

Pedlar & Ryan, Inc.; Frank Lemon, Artist

The aeroplane is peculiarly arresting in this painting for an advertisement of the Wright Aeronautical Corporation. The line of script reads, "The conqueror of one pole attempts the other. Commander Byrd, the Antarctic, 1929." The painting won a medal award in the miscellaneous group of paintings and drawings in color.

McCall's Magazine used this painting to illustrate an advertisement. It won a medal award in the figure division of the group of paintings and drawings in color.

Calkins & Holden, Inc.; E. A. Georgi, Artist



Sales Management Bookshelf

Why Does Advertising Cost More? And How Much More?

"The trend through the six years (1921-1926) shows a fairly steady increase in cost per inquiry averaging 4.6 per cent per year," says A. T. Falk of Gordon-Van Tine Company, in the April issue of *Harvard Business Review*, to which he contributes a second article on "Analyzing Advertising Results." (The first article in the January issue on the seasonal factor was reviewed in SALES MANAGEMENT for February 9th.)

Mr. Falk knows *how much* cost of inquiries has increased. Why there has been the increase is something he must guess about. He suggests four possible reasons: so much more advertising, so much lower visibility that "to run across the ad without looking for it requires the most fortuitous circumstances"; increased use of coupons by advertisers and consequent decreased interest on the part of readers; less time for reading—"so many diversions competing for attention"; forced circulation with consequent increase in rates and possibly "lower grade of prospects in the circulation list." If all those influences are at work and result in only 4.6 per cent annual increase in cost, does it follow that advertising copy is more effective, to offset in part tendencies so powerful that you would expect them to jump costs far faster? Mr. Falk does not answer that question.

But he does present enormously valuable facts, figures and charts on: size of space, lasting quality; effect of frequency and intensiveness—as well as on "secular external factors," the topic roughly outlined above.

Modern Art in Industry

An article with this title in the May issue of *World's Work* by Elizabeth Breuer gives a popular summary of the commercial meaning of modernist art. Its strength (and its weakness) the author points out in the simple statements—"Manufacturers . . . groping for artists and stylists to bring their production into line with the popular demand . . . cannot find this art in museum documents. It exists as a vision without concrete form only in the mind of the living artist." Perhaps the article exaggerates conditions before the modernist outbreak—by saying: "The designer in this country had practically no recognition, and there was no opportunity for him to demonstrate his abilities save in the scattered individual patronage of sophisticated persons"—unless certain textile manufacturers are "individual . . . sophisticated persons." But the best textile design before modernism (some would add—after modernism too) was from museum documents.

Miss Breuer says that "manufacturers are welcoming modernism, first because they are forced to by economic competition, and second because they are bored with the old thing." Mrs. Stanley Resor is quoted as authority for the statement that modernism is going to be used only in isolated cases "until manufacturers and buyers are assured of successful quantity production" and also of nation-wide demand. Now

"we find a demand in the West and the East for the modern thing but it has not yet influenced the large middle section of the country." "Buyers through the middle West have not yet digested the idea that styled goods are salable."

The Metropolitan Museum of Fine Arts, even though modernism is not to be found in museum documents, is a leader in the whole cause of commercial design, both historical and modernistic. Richard F. Bach, of the museum, is quoted: "Manufacturers come to us continually, asking for advice and direction in producing contemporary industrial art."

What Do They Read?

SALES MANAGEMENT's book reviewer has long thought there was a community of interest between the advertiser and the expert in adult education and that each could learn something from the other—because in a certain sense advertising is a part of adult education, and because, again, adult education certainly needs sales promotion. In the MacMillan Studies in Adult Education, John S. Noffsinger's monograph on "Correspondence Schools, Lyceums, Chautauquas," published several years ago, certainly deserves the attention of anyone trying to sell instruction by mail. A new title in this series is of broader interest. "The Reading Interests and Habits of Adults: A Preliminary Report" is by William S. Gray, dean of the University of Chicago college of education, and Ruth Munroe, formerly assistant in the Cleveland public library. Miss Munroe describes her "campaign to get people to come to the library for books to read." She sent out six form letters based on as many different advertising appeals—"practical advancement, social prestige, parental affection, recreation, curiosity and culture, that is esthetic and intellectual interest. . . . The strongest appeal was 'parental affection.' Intellectual and esthetic interests proved of little value. The strength of practical and social appeals varied with different groups, being strong among clerical and higher occupations and weak among laborers. The recreational appeal was surprisingly weak." Don't you wonder how well the six fundamental appeals were presented in these form letters? Other tests described rank curiosity and relaxation much higher.

The volume summarizes practically all published and unpublished investigations of the reading habits of grown-ups, and some studies of children's reading. As "reading" includes not only books but magazines and newspapers, there is in this wealth of material much that is of general value to copy-writers and space buyers, and even more that is of special use to the advertiser of books and the promotion managers of periodicals and newspapers. Tables in the first few pages on state by state distribution (relation to population) of daily newspapers, of magazines (by different classes) and of volumes in public libraries (volumes per capita and circulation per capita) deserve the attention of anyone trying to arrive at new yardsticks for measuring the accessibility of local markets to printed messages.

There are some surprisingly high figures on daily newspaper and magazine reading in farm homes. A description of tests to see how far "the physical qualities of books affected the choice of primary pupils" seems to show that wide margins are attractive. Chapters VI to IX inclusive report case studies in Hyde Park and North Evanston; besides being models of investigation they give interesting sidelights on Chicago newspapers in these suburbs.

"And Then Came Ford"

The dramatic title of Charles Merz's book, parts of which appeared serially in *World's Work*, and which has just been published by Doubleday, Doran & Company, Inc., is full of meaning. The volume is not a biography or an interpretation of Henry Ford—rather it is the setting of the man and the manufacturer. You might call it an interpretation of the last two generations of America as personified and exemplified by Mr. Ford. So Merz's treatment here is as broad as in his last year's success "The American Band Wagon." The book on Ford won't appeal as much as the Band Wagon did to the intelligentsia, because the author is not as scornful, as amusing, as amused with his subject. But the subject is much the same—the fundamental American traits.

Mr. Merz starts in with Ford as a pioneer "between America's two frontiers," the physical West and the industrial changes of steel, oil and transportation. Ford was the American type, brought up on a farm, in a country school, a natural mechanic and so drawn from the country to Detroit and to experiments with gasoline driven motor cars—for the business success of which it is plain (as we now look back) that the bicycle craze had prepared the way. The story of the establishment of the Ford Motor Company, with \$28,000 cash capital paid in, and of the famous Model T has been told often before. Mr. Merz makes it no less a marvel than it has seemed when others told the story. At the same time he makes it seem a symbol of the changes in industry—standardization and mass production and moving belts.

The chapter "America Discovers Ford" is an attempt, at least partially successful, to analyze the growth of Ford as a first-page feature. Mr. Merz traces it to the \$5-a-day wage announced in January, 1914. This "revealed the whole Ford enterprise as something with which the public felt at once that it had long been familiar. A month later a Progressive county convention nominated him for governor."

"Tin Lizzie on Olympus" tells of the development of the Ford joke—"the authentic folklore of an age of motors."

Ford's peace ship is to Mr. Merz an illustration of the American readiness to rush into ill-organized crusades with impossible slogans. And he illustrates the same tendency by Ford's enthusiasm for submarines when we got into the war, by his excited discovery of the "International Jew menace" in the days that followed the wholesale Bolshevik-phobia, and by his candidacy for the presidential office.

So—to put it in a phrase or so—this book is well worth reading, not merely because Merz wrote it and because it is about Ford, but because it is a keen analysis of American habits of mind and of the changing interests of America, for Mr. Merz does not forget Mr. Ford's delight in early American furniture and old-time dances, or what seems like a sudden conversion to the sales-value of style!

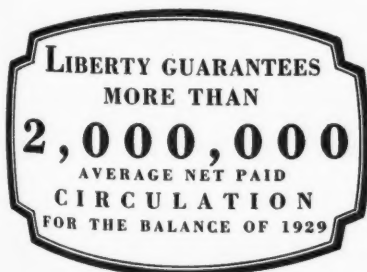
LIBERTY'S LIST OF NEW ADVERTISERS IS GROWING

WITHIN the last few weeks, many new accounts have started advertising in LIBERTY. Among the new LIBERTY advertisers whose full page advertisements have begun to appear are:

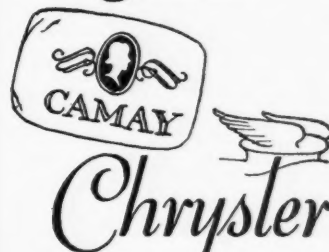
The B. F. Goodrich Rubber Co.	<i>Tires</i>
Procter & Gamble Co.	<i>Camay Soap</i>
Buick Motor Co.	<i>Buick Automobiles</i>
Chrysler Corporation	<i>Chrysler Automobiles,</i>
<i>{Chrysler products not previously</i>	<i>Chrysler Institutional,</i>
<i>advertised in Liberty}</i>	<i>Dodge Bros. Trucks,</i>
	<i>Plymouth Cars,</i>
	<i>Fargo Trucks</i>
Illinois Watch Co.	<i>Illinois Watches</i>
United Fruit Company	<i>Unifruit Bananas</i>
Kolynos Co.	<i>Dental Cream</i>
Western Electric Co.	<i>Vitaphone</i>
Durant Motors, Inc.	<i>Durant Automobiles</i>
Milnesia Laboratories, Inc.	<i>Milnesia Wafers</i>
Green Bros. Company	<i>Tastyeast</i>
National School of Business	
Science for Women	
Brown Tube Corporation	<i>Puncture Proof Tubes</i>
Pillsbury Flour Mills Co.	<i>Pancake Flour</i>

This list represents only a few of LIBERTY'S new accounts. There are over forty more important new advertisers in LIBERTY.

More and more national advertisers are taking advantage of LIBERTY'S two million net paid circulation with its bonus of 500,000 LIBERTY families.



Liberty
A Weekly for Everybody



**FARGO
BROWN
TUBE**



**ILLINOIS
Western
Electric**

**UNIFRUIT
MILNESIA**
(MILK OF MAGNESIA)
WAFERS

TASTYEAST



**NATIONAL SCHOOL OF
BUSINESS SCIENCE**

Morgan Backs Big Oil Combine to Meet Rockefeller and Shell

BY LAWRENCE M. HUGHES

With the agreement this week of directors of the Continental and Marland Oil companies to bring about a merger of the two companies, contingent upon approval of stockholders, J. P. Morgan has completed the first important step in a consolidation of oil interests which may enable him to rank with Rockefeller as the dominating factor in the industry in this country.

For several years J. P. Morgan & Company has been active in Marland, one of the most important independent oil enterprises in the country. In the new merger, to be known as the Continental Oil Company of Delaware, and to have resources of more than \$200,000,000, the Morgan interests will be directly in charge.

Later it is expected that the Union Oil Company of California, with resources of more than \$140,000,000, will become a member—creating a corporation which would then compare in size with the larger Standard Oil (Rockefeller) companies.

At the same time a tie-up between the Rockefeller companies, which came into being by the dissolution of the old Standard Oil Company under the Sherman Act in 1911, is expected to become closer. Four of these units—Standard Oil of New Jersey, New York, Indiana and California—are at present the largest oil companies in the United States, each with resources between \$325,000,000 and \$550,000,000. Although, nominally, all operate as separate organizations (each, incidentally, larger than the original "oil trust"), they are still "friendly" with one another and might even adopt "working agreements" in the event the new Morgan competition became too keen.

In one instance the tie-up will probably become even closer. A merger is seen between Standard of New York and the Vacuum Oil Company, a \$180,000,000 company, most of the business of which is in lubricating oil. Vacuum also is a member of the original Rockefeller group.

The expansion in this country of the Royal Dutch Shell Company may be expected to put the competition on a three-cornered basis. The Shell interests, which in the United States have heretofore been confined largely to the Middle West and Pacific Coast, have recently taken several steps to extend

the distribution of their products throughout the country. One of these steps was the purchase of the New England Refining Company; another the establishment of dealers and distributors in the East; a third the launching soon of a national advertising campaign.

The only other oil group of any size now operating nationally is the Texas Company, which, although smaller (assets \$182,595,000), has extended its distribution, chiefly in the past two years, to practically every state. Until now it has been the leader outside the Standard Oil group.

In the Continental-Marland merger, the Marland interests will prevail—although for expansion purposes the Continental name will be retained. D. J. Moran, recently appointed by Mr. Morgan to become president of Marland, will be the active head, with E. T. Wilson, chairman of the board of Continental, in a similar position in the new organization, and S. H. Keoughan, president of Continental, as chairman of the executive committee. Ernest W. Marland, who established the Marland company in 1920 and was largely responsible for the company's expansion to its present size of \$117,940,968, retired from the presidency some time ago and has formed his own oil company.

Continental, with assets of \$81,595,532, was originally a member of the Standard Oil group.

The merger will be carried out through the purchase by Marland of all the assets and properties of Continental, for which Marland will give stock in exchange.

Although Marland has been active primarily in the Middle West and Continental Oil in the Rocky Mountain region, it has recently extended its distribution facilities to the Atlantic.

If Union Oil of California enters the new combine, Morgan will be in a position to meet Standard, Shell and Texaco in every important market.

Davis on West Program

James J. Davis, Secretary of Labor, will be the guest of honor at the twenty-sixth anniversary convention of the Pacific Advertising Clubs Association, in Oakland, June 16-20, and the principal speaker at the opening meeting, to be held in the Greek Theatre on the University of California campus, in Berkeley.



Clinton B. Allsopp

Postal Names Allsopp Sales and Publicity Head

Clinton B. Allsopp, former general commercial manager of the New England Telephone and Telegraph Company, has been appointed to the position of vice-president in charge of sales and publicity of the Postal Telegraph-Cable Company.

Mr. Allsopp began his career as a clerk in the plant department of the Pacific Telephone and Telegraph Company. In 1923 he was transferred to the New England Telephone and Telegraph Company, where he was made division superintendent of traffic. In this capacity he assumed charge of the public relations work in Rhode Island.

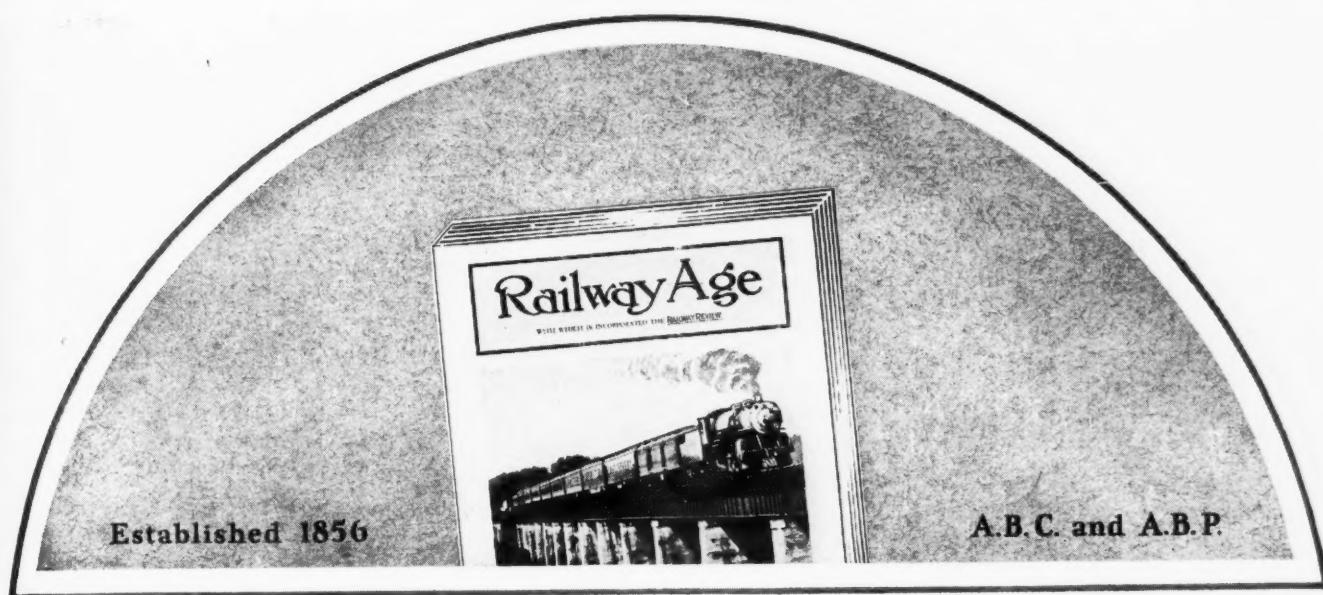
In 1924 he was appointed superintendent of the New England Company's Southern division, on which assignment he assisted in the presentation of a rate case before the Public Utilities Commission of Rhode Island. He became general commercial manager of the New England Telephone and Telegraph Company on January 1, 1929.

\$100,000 Celery Drive

A \$100,000 advertising campaign is being worked out for the Florida Celery Association, Sanford, Florida, by Gottschaldt-Humphrey, Inc., Atlanta agency. The campaign will start this fall—news-papers, magazines, posters, direct mail and radio being employed.

Lopatecki to Agfa-Ansco

Eugene de Lopatecki formerly art director of SALES MANAGEMENT, has been appointed to the newly created position of art director of the Agfa-Ansco Corporation, Binghamton, New York.



Reaching Executives, Purchasing Officers and Department Heads

FROM the standpoint of your railway sales you are interested in reaching the executive officers of the steam railway industry.

They are concerned with the major problems of railroading, and as appropriating officers their knowledge of your products is important to you. Their approval is required on all expenditures for additions and betterments, and they are vitally concerned in the efficient and economical handling of traffic. Consequently, materials or railway appliances which will cut

costs, improve railway operation, speed up repairs and keep rolling stock in service will receive special attention in connection with capital expenditures and maintenance appropriations.

As one of the five Simmons-Boardman departmental publications devoted to the steam railway industry, the *Railway Age* is edited for the railway executives, operating officials, purchasing officers and department heads. It is recognized throughout the railway industry and the financial world as *the* authority on railway matters.

Simmons-Boardman Publishing Company, 30 Church Street, New York

Chicago: 105 West Adams St.

Cleveland: Terminal Tower

Washington: 17th & H Sts., N. W.

San Francisco: 215 Market Street

The Railway Service Unit

All
A.B.C.

*Railway Age, Railway Mechanical Engineer, Railway Electrical Engineer
Railway Engineering and Maintenance, Railway Signaling*

All
A.B.P.

Slogan Contest Helps Put Over New "Bond" Name in 6 Months

BY W. R. E. BAXTER

The close of the Bond Electric Corporation's slogan contest and the awarding of \$15,000 in prizes today marks the successful conclusion of an effort to "put over" a new name and trade-mark in six months.

Last December the opposition of the Yale & Towne Manufacturing Company to the use of the name "Yale" enclosed in an ellipse, used as a trade-mark by the Yale Electric Corporation for six years, was upheld by the Circuit Court of Appeals for the Second District, and the Yale Electric Corporation was ordered to discontinue its use. This meant that the company was faced with the problem of adopting another trade-mark and of making it known.

The name "Bond" was chosen to supplant "Yale." It was then decided to hold a flashlight slogan contest and to advertise the contest extensively as the best means of informing the public of the change.

A total of \$15,000 was offered in prizes: \$10,000 to the general public; \$2,500 to dealers, and \$2,500 to jobbers' salesmen.

The contest was advertised in large space in national consumer periodicals during November and December. Full pages and two-page spreads in color were used. In addition, large space was taken in about 100 newspapers. Radio broadcasting, employing nineteen stations, was carried on twice a week.

Tied in with the general advertising campaign, which included eight leading business periodicals, was an eight-piece window display feature, with a supplementary counter display inside the store and various other dealer helps.

The contest was advertised to close December 31, at which time more than 250,000 slogans had been received. The copy used early in the contest bore a sub-caption which read, "Yale-Bond 'Flashlight Feature' Slogan Contest." Under "All Yale products to be designated by the name of 'Bond,'" the change in name was explained "to prevent the possible confusion of our goods with those of other manufacturers using the name 'Yale.'"

Each advertisement carried a reproduction of the new trade-mark in heavy black type, with the old in lighter type, in a fade-out effect. The association of the two names was thus

Information on the "Mystery Feature"

Battery industry. Yale-Bond flashlight, beauty, reliability, any other similar.

the six distinctive popular appeal, we 33 separate awards on the points

Your Dealer's!

outstanding YALE-BOND flashlight, which is E-BOND retailers

Contest" program, every Saturday at actual YALE-BOND dealers—read the and start in on your

YALE BOND

RULES OF CONTEST

1. The contestant shall submit the six features of the BOND flashlight in which are described in Contest Blank. He shall also believe the name and write one or more slogans, which he shall judge, best describe BOND features.
2. Contestants may submit slogans as they wish.
3. Each slogan should be a separate Official Contest Blank, supplied free by YALE-BOND.
4. Anyone may enter the contest, except those who are members of their families.
5. In the event that a winning slogan is duplicated, the duplicated slogan will be eliminated and the full amount of prize money will be paid to the winner.
6. All entries must be received by the contest office, 31st St., 1928, addressed to B. E. Corporation, Jersey City, N. J., before the deadline.
7. All slogans submitted must be the property of the company and may be used in any advertising prepared announcing the contest.
8. Each contestant gives the right to use his name in any advertising prepared announcing the contest.
9. The prize awards and judges must be decided.

The "Yale" trade-mark was gradually Ben Day-ed into oblivion as "Bond" was thrust boldly forward.

established, but always with the name "Bond" as supplanting "Yale." The advertisements were signed "Bond Electric Corporation."

Slogans, in order to qualify in the contest, were to be based on six features of Bond flashlights. Five of these features were published, but in order to get the sixth, or "mystery feature," it was necessary for the contestant to visit the nearest dealer.

The slogan contest copy was followed up by lists of dealers. The national tie-up is continued by the use of a full page in the *Saturday Evening Post* for the publication of the winners' names, appearing today.

At the time of the inauguration of the slogan advertising campaign more than fifty salesmen were added to the Bond force. A twenty-eight-page portfolio was prepared for the use of the company representative and jobbers' salesmen. Since the inauguration of the contest and advertising campaign it is estimated that at least 15,000 dealers have been added to the Bond Electric list.

According to W. W. Stake, advertising manager of the Bond Electric Corporation, national advertising will be continued throughout the summer of this year. About 167 news-

papers will be used for copy, featuring flashlights, radio tubes and other products.

It is estimated that the slogan contest brought more than one million inquiries. The winning slogan, for which a prize of \$2,000 is being presented today by Governor Harvey Parnell, of Arkansas, is "Rest Renews the Current You Use"—submitted by E. E. Upton, of Little Rock.

The advertising account is handled by United Advertising Agency.

Colorado Will Start \$400,000 Campaign

The Colorado Association is undertaking to raise \$400,000 for promoting the tourist and industrial advantages of the state. G. E. Hathaway, of Colorado Springs, and T. S. Thompson, of the Thompson Advertising Agency, of Pueblo, are in charge.

"The exact features to be publicized will not be determined for some months," Mr. Thompson said. "Considerable research work is being done to ascertain the mining, agriculture, and industrial resources and needs. It is probable, however, that a short tourist campaign will be started in the next few weeks, using newspapers in adjoining states. Plans for the general campaign will probably be completed about October 1."

Plymouth Appoints Fox

Robert M. Fox has become director of advertising of the Plymouth Motor Corporation. He has been a member of the Chrysler staff for two years, and for ten years previously was engaged in advertising agency and sales capacity work.

The appointment is a sequel to the establishment of the Plymouth Motor Corporation as a separate division of the Chrysler Corporation, and the transfer of Plymouth manufacturing operations and executive offices to a new plant at Mount Elliott Avenue and Lynch Road, Detroit.

Merge Farm Tool Firms

Five leading farm implement firms—the Oliver Chilled Plow Works of South Bend, Indiana; Hart-Parr Tractor Company, of Charles City, Iowa; Nichols-Shepard, of Battle Creek, Michigan; American Seeding Machinery Company, of Springfield, Ohio, and Mitchell, Lewis & Staver, of Spokane and Portland, Oregon—will be consolidated soon under the name of the Oliver Farm Equipment Company. Resources of the merging companies aggregate \$50,000,000.

Joins Owen-Dyneto

Floyd Jones, for the past five years sales manager of the Putnam division of the Biflex Products Company, of Waukegan, Illinois, has resigned to become sales manager of the Owen-Dyneto Corporation of Syracuse, with offices in the General Motors Building, Detroit.

The Eyes of Industrial America Are Focused on the Mid-South Empire

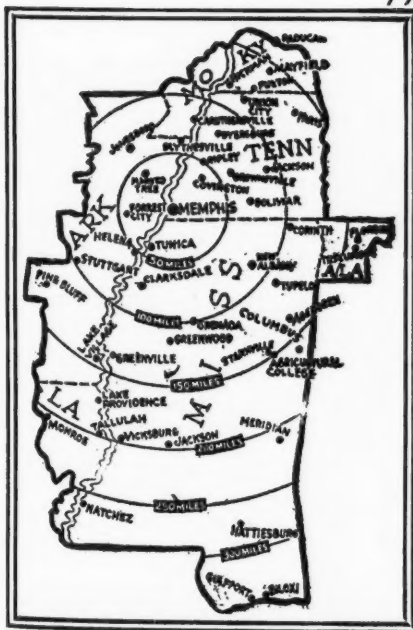
Memphis is the Capital of the Mid-South Empire—an area of more than two million population—most adequately and efficiently served by—

The APPEAL PAPERS

Because Memphis is accessible from every point in the Mid-South Empire by excellent roads by rail and water, it boasts four of the largest department stores in the entire South and maintains an annual trade volume unsurpassed by any city of its size. . . . It is obvious, then, that no advertiser, large or small, can overlook the far-reaching, rich market of The APPEAL Papers.

When An Advertiser Uses The APPEAL Papers

When an advertiser uses The APPEAL Papers he is not confining his efforts solely to the purchasing power of Memphis, but is reaching out to this vast trade area peopled with eager, responsive, able-to-buy readers. The Mid-South Empire is surging with new industries and developments. To cultivate this market you need use only The APPEAL Papers.



The Largest Circulation South of Baltimore — Packed With Purchasing Power

As of April 1, 1929

M. & E. . . . 194,130 Sunday 146,834

Comparative Average Paid Circulation

The APPEAL Paper	Other Afternoon Paper
3 Mos. March, 1927—M. & E. 136,287 Sun. 135,750.....	94,115
6 Mos. Sept., 1927—M. & E. 149,643 Sun. 136,916.....	91,949
6 Mos. March, 1928—M. & E. 170,255 Sun. 141,221.....	93,710
6 Mos. Sept., 1928—M. & E. 176,386 Sun. 141,406.....	93,312
6 Mos. March, 1929—M. & E. 184,602 Sun. 145,078.....	93,311

THE COMMERCIAL APPEAL

"The South's Greatest Newspaper"—An Institution of the South for the South—Since 1840

And The

MEMPHIS EVENING APPEAL

"The South's Fastest Growing Newspaper"

JOHN M. BRANHAM CO., Representatives

Management Group Analyzes Progress for Style Control

Harmony in Surroundings Is
Aim of Work in Silver
Designs, says Nock.

The importance of harmonious surroundings as a stimulus to inspiration in the designing of new models of silverware was stressed by H. E. Nock, vice-president and general manager of Towle Manufacturing Company, in an address on "How the Manufacturer Organizes for Style Control," delivered at the spring convention of the American Management Association, held at the Pennsylvania Hotel, New York, this week.

A separate room for the study of a new sample product, "in an effort to understand its merits or demerits, its associations, its harmonious interrelations," in which the conditions under which the model will be sold or used are reproduced, also plays an important part in the decisions on new models, Mr. Nock stated.

Harold V. Coes, consulting management engineer of Ford, Bacon & Davis, Inc., in an address on "The Reverberations of Industrial and Business Research," stressed the importance of research work to industry. Mr. Coes predicted that the day is not far when bankers will require reports of what research work is being done, in addition to regular financial statements, from companies reporting.

Other speakers included Dr. Willard L. Thorp, professor of economics, Amherst College, and Irwin D. Wolf, secretary of the Kaufmann Department Store.

\$100,000 Jersey Campaign

The New Jersey State Hotel Association has increased its state advertising and publicity appropriation from \$50,000 to \$100,000, it was stated by Edward T. Lawless, president of the association, at its eleventh annual convention at Atlantic City this week.

The fund will be used to promote New Jersey resorts and industries.

Bohen Heads Meredith

Fred Bohen, general manager and associate publisher of the Meredith Publishing Company, Des Moines, has been elected president of the company to succeed the late Edwin T. Meredith.

E. H. Ahrens, president of the Ahrens Publishing Company, announces the appointment of J. O. Dahl to the post of merchandising manager. Mr. Dahl has been manager of the service department for the past five years.



Albert Matthews

Matthews Will Direct Laundry Machine Sales

Albert Matthews, for more than twenty years laundry machinery salesman and sales executive, has become general sales manager of the American Laundry Machine Company at Cincinnati. Previously he was in charge of sales on the Pacific Coast, with headquarters in Los Angeles.

Floyd L. Tieman has succeeded him there.

Postum Company to Get Quick Freezing Process

Through a majority interest in Frosted Food, Inc., about to be organized, the Postum Company, Inc., will acquire the Birdseye Quick Freezing Process, according to an announcement made by Colby M. Chester, Jr., president of Postum, this week.

Frosted Food, Inc., will also include in its assets the business and goodwill of the General Seafoods Corporation, Gloucester, Massachusetts. The operation of the new company will be under the direction of Postum.

McNaughton to Stuart Laundry

J. B. McNaughton has resigned as sales manager in charge of domestic sales and advertising manager of the Indian Motorcycle Company, to become director of sales of the Stuart Laundry Machinery Company of Boston, effective July 1.

Hoffman Publishers, Inc., publishers of *Linen*, *Neckwear* and *Amusement Park Management*, business periodicals, have purchased the Lyman Publishing Corporation, publisher of *Industrial Retail Stores*. The change became effective May 1.

Wright, Dictograph and McCall's "Ads" Win National Honors

Twenty-six in Nine Groups Are
Chosen from 5,000 Contestants
at Exhibition Opening

Twenty-six prize winners of 5,000 entrants of advertising art submitted in a country-wide competition, were chosen by the Jury of Awards of the Art Directors' Club of New York, from among 280 examples picked to hang at the Art Centre during the eighth annual exhibition of advertising art, which opened in New York City last week.

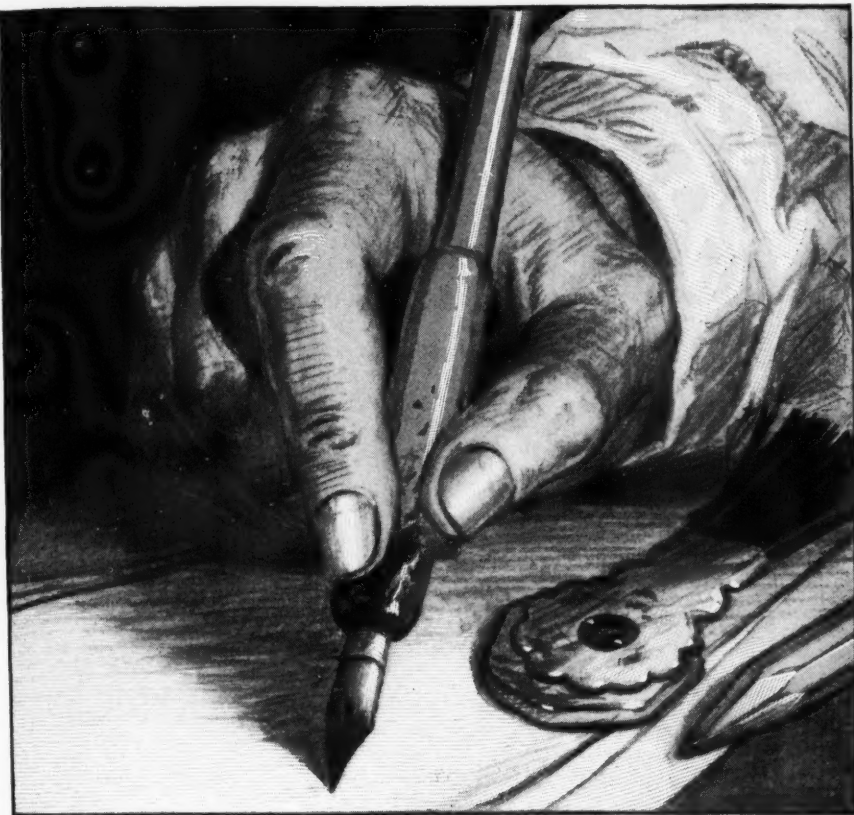
Medal-winning advertisements in each of the nine groups included those of *McCall's Magazine*, figures; Oxford Paper Company, two medal winners, still life and photographs; Wright Aeronautical Corporation, miscellaneous; Bamberger & Company, posters and car cards; Saks-Fifth Avenue, black-and-white illustrations; Marcus & Company, pen and ink; Brokaw Brothers, decorative designs; and the Dictograph Products Company, in the merchandise and container group.

The Jury of Awards consisted of Mrs. Charles Dana Gibson; Mrs. Helen Appleton Read, art critic; Lee Simonson, scenic designer; Paul Manship, sculptor; Frank Rehn of the Rehn Galleries, and Frank Altschul, banker and president of the American Institute of Graphic Arts. Some of the prize winners are shown in the SALES MANAGEMENT Gallery for this issue. Other advertisements among the prize winners included those of the R. J. Reynolds Tobacco Company, Steinway & Sons, Kraft-Phoenix Cheese Company; Switzerland Cheese Association, Cadillac Motor Car Company, Hupp Motor Car Corporation, Madison Square Press, Inc., Cunard Steamship Company, International Mercantile Marine, Rayon Institute of America, Melville Shoe Corporation, the Cincinnati *Enquirer*, Crane & Company, Inc., Cheney Brothers, Fostoria Glass Company and the Hamilton Watch Company.

Heads Chinaware Merger

J. C. Heckman, formerly sales manager of the Cheney Silk Company, New York, has been elected president of the American Chinaware Corporation, of Columbus, Ohio, a merger of six Eastern Ohio pottery companies.

The Dearborn Advertising Agency has moved to 180 North Michigan Avenue, Chicago.



"human element" what is it costing your business?

CARELESSNESS is a human trait that can never be eliminated from business. But it can be *minimized*. Costly mistakes, inevitable with pen and pencil methods, are impossible when Addressographs are used to write modern business forms. The entire day's business is speeded up — things are done on time — expenses are reduced — profits are increased.

Reducing the "human element" with Addressograph equipment in a small New York office saved \$1200 a year—in a large organization, \$75,000 a year. Every size business can use Addressographs profitably to keep records better—for "Customer Control"—to improve collections—to increase efficiency of factory scheduling methods—to imprint sales literature, wrappers, labels, etc.—to address letters, price lists, bulletins, etc.

Let the Addressograph representative show you how Addressographs will eliminate mistakes, reduce costs and increase profits in *your* business. Mail the coupon.

Sales and service agencies in the principal cities of the world.

ADDRESSOGRAPH COMPANY, 924 W. Van Buren Street, Chicago

Canada: Toronto, Vancouver, Montreal

European Head Office and Factory: London, England

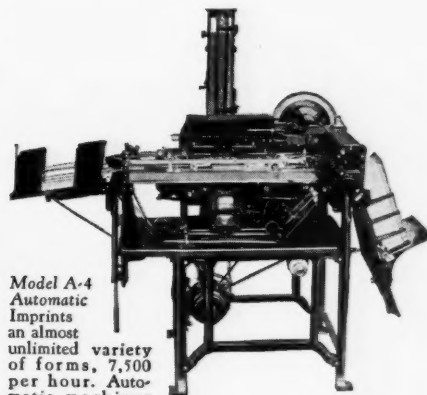
Manufacturers of Graphotype Addressograph Dupligraph Cardograph Speedumat

Copyright 1929 Addressograph Co.

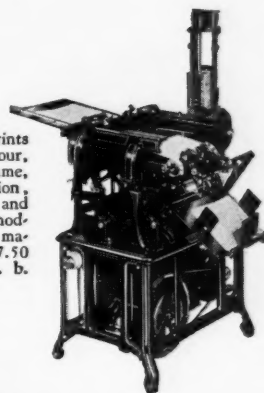
Addressograph

TRADE MARK

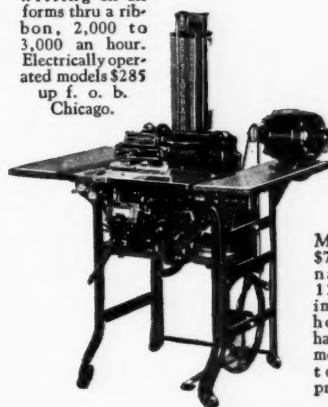
PRINTS FROM TYPE



Model A-4
Automatic
Imprints
an almost
unlimited variety
of forms, 7,500
per hour. Auto-
matic machines
\$485 up, f. o. b.
Chicago.



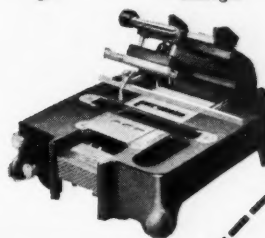
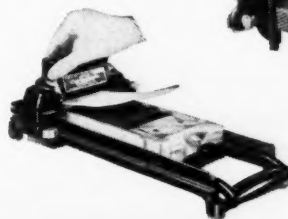
Dupligraph —
Model D-3 —
Leased at \$65
per month. Prints
2,000 letters per hour,
complete with name,
address, salutation,
date, entire letter and
signature. Other mod-
els of duplicating ma-
chines sold at \$37.50
to \$1,770.00 f. o. b.
Chicago.



Model F-2 Elec-
tric — Handles
name and data
writing on all
forms thru a rib-
bon, 2,000 to
3,000 an hour.
Electrically oper-
ated models \$285
up f. o. b.
Chicago.

Model H-3 —
\$75. Imprints
names or data,
1200 to 1800
impressions an
hour! Other
hand operated
models from \$20
to \$105. All
prices f. o. b.
Chicago.

Cardograph —
\$57.50 f. o. b. Chi-
cago. Produces 1500
messages on post
cards in an hour!



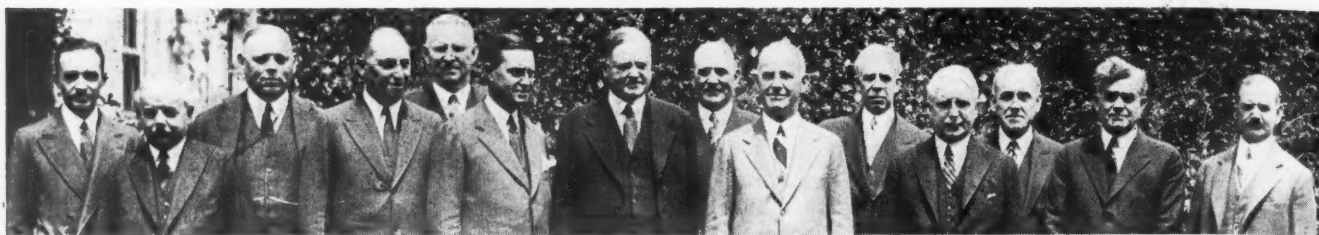
MAIL
WITH
YOUR
LETTER-
HEAD TO

ADDRESSOGRAPH CO.,
924 West Van Buren
Street, Chicago, Illinois.

Please advise how
Addressographs will increase my
sales and reduce my operating
expense.

5-1929

Motor Car Makers Inform President Hoover Business Is Good



Edsel Ford, Walter Chrysler, John N. Willys, A. R. Erskine and several other prominent motor car and rubber manufacturers got together the other day in Washington to tell President Hoover of plans to extend their industry on a world-wide scale. American-made motor cars, they said, will be shipped this year to 104 foreign countries. Total production is expected to exceed 5,400,000.

In the group, pictured above, are, left to right, Mr. Ford, F. A. Seiberling, of the Seiberling Rubber Company and president of the Rubber Association of America; Alfred H. Swayne, vice-president of General Motors Corporation; Mr. Chrysler; Mr. Erskine; Roy D. Chapin, chairman of the Hudson Motor Company; President Hoover; C. W. Nash, of the Nash Motor Company; Alvin

Macauley, president of the Packard Motor Car Company; F. J. Haynes, president of Durant Motors; Mr. Willys of Willys-Overland Company; H. H. Rice, assistant to the president of General Motors Corporation; A. J. Brousseau, president of Mack Trucks, and Alfred Reeves, general manager of the National Automobile Chamber of Commerce under the auspices of which the meeting was held.

Chevrolet Sales Head to Tell A. N. A. of "New Responsibility"

Testimonial Copy Also a Topic at French Lick; Will Hold "Speakerless Session"

"The New Responsibility of the Advertising and Sales Executive" will be described by R. H. Grant, vice-president in charge of sales of the Chevrolet Motor Company, at the opening general session, Monday afternoon, May 27, of the meeting of the Association of National Advertisers in French Lick, Indiana, May 27-29. At this session, also, Clarence D. Newell, of Newell-Emmett Company, advertising agency, will discuss the question, "Is the Agency of Today Better Equipped to Make the Advertising Appropriation More Effective?"

Testimonial advertising will be analyzed by George S. Fowler, of the Simmons Company, and G. Lynn Sumner, of G. Lynn Sumner Company, advertising agency, two former presidents of the association, and S. E. Conybeare, of the Armstrong Cork Company, another former president, will lead a discussion on "Problems of the Advertising Executive."

The convention will start Monday morning, with a series of group meetings in the drug, building, direct-mail, advertising department administration and window display fields.

Tuesday morning will be devoted to a review of specific advertising and sales promotion methods—E. T. Gundlach, of the Gundlach Advertising Company, speaking on "Testing

Copy"; P. J. Kelly, of the B. F. Goodrich Rubber Company, and W. W. Watchel, of the Loose-Wiles Biscuit Company, on "Merchandising an Advertising Campaign"; and J. Frank Grimes, president of Marketing Specialties, Inc., and of Independent Grocers Alliance Distributing Company, on "Solving the Dealer Problem by Making the Retailer a Better Merchant."

O. H. Caldwell, editor of *Radio Retailing*, and a former member of the Federal Radio Commission, and Roy S. Durstine, of the advertising firm of Batten, Barton, Durstine & Osborn, Inc., will analyze the uses and possibilities of radio advertising, Tuesday afternoon.

Wednesday morning, all the delegates will participate in a "Speakerless Session," at which Frederick Dickinson, of the Hupp Motor Car Corporation, will preside, and Paul Thomas, of Cheney Brothers; George W. Cushing, of Graham-Paige Motors Corporation; William A. Hart, E. I. DuPont de Nemours & Company; Allan Brown, Bakelite Corporation; W. W. French, Dodge Manufacturing Corporation, and Guy C. Smith, of Libby, McNeil & Libby, will be the leaders.

Oil Institute Will Start Expanded Sales Program

Full-page advertisements in six magazines, and three business papers, and two booklets, on the theme, "Oil Heat and the Business of Living," and "Your Guide to Oil Heating Satisfaction," will constitute the bulk of the 1929 promotion program of the Oil Heating Institute—consumer advertising which will start in June. In the first four months of this year 4,255 booklets were mailed.

Airplane Prize for Drive Introduces Hol-Hi Golf Ball

\$200,000 Will Be Spent to Promote New Product in Nation-Wide Newspaper, Magazine Tie

"Hol-Hi Week," from May 11 to May 18, at the conclusion of which an airplane will be given to the amateur making the longest combined drives with three Hol-Hi golf balls, marks the peak of the present \$200,000 advertising campaign being conducted by the Wilson-Western Sporting Goods Company.

The advertising carries a direct consumer appeal to both amateurs and professionals. In the case of professionals, dealer interest is aroused by an added offer of cash prizes to the professionals of the winner's club, the club having the greatest number of entries in the contest during the week, and the club having the greatest number of entries in one afternoon. The general campaign began in golf publications in March. The airplane contest was announced in national publications and newspapers during the last week.

The campaign will be continued during the summer, until the end of the golfing season.

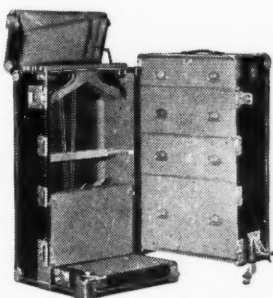
National advertising is being conducted with full pages in golf and sporting publications, in addition to several magazines of general appeal. A series of advertisements will be run in about 400 newspapers during the next three months. The space used will vary in size.

Luggage Sales Increase When College Students Travel

BY JOE GODFREY, JR.

TEACHERS and college students do more summer traveling than any other group. To some it means only the trip from campus to home town; to the majority it means more—summer resorts, Canada, the mountains—and to thousands it is Europe, as any steamship agent will testify.

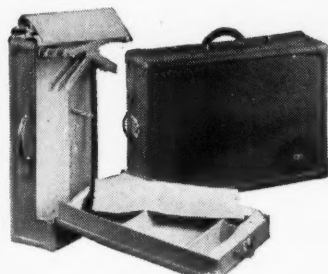
And when students start out it is



Wheary Wardrola, the trunk that rolls open.

not with a family heirloom dragged out of the attic; nothing will do but the latest design of finest quality leather bags and hand trunks. With the growing popularity of airplane travel, lightweight luggage has become the vogue—a few leather bags in tan or black, a hand trunk in colors.

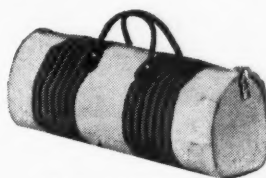
Purchases are made not in college towns alone, but in every city and town where students live. At Illinois, for example, more luggage is pur-



Men's Hartmann Tourrobe, popular among students.

chased in the home towns than in Champaign, but the dealers there traced \$49,000 worth to the students and faculty. At the University of Florida, in Gainesville, one dealer

sells 300 trunks and bags to students during December and May; suitcases averaging \$20 and trunks \$50. What



Chief Oshkosh Duffle bag for golfers.

is true at these schools is true also at a thousand colleges and universities



W. W. Winship Featherlite bags — preferred by the college girl.

where similar expenditures are being made for luggage.

Freshmen are the poorest customers, for usually they come to school com-

pletely outfitted. By the sophomore year they find the equipment in bad taste and start replacing it, and by the time they are seniors they come back for a complete new outfitting. The peak seasons for sales are preceding Christmas and the end of the school year.

To reach this market effectively, quickly, the national advertiser can use



Likely luggage is popular in college towns.

the best college magazines in combination with *College Humor*, the national mouthpiece of the college world which is bought by 250,000 every month and read by six times that number. It influences college people's buying habits both on the campus and at their homes.

How to build sales in the billion dollar college market is analyzed in a



W. W. Winship airplane luggage for collegians who travel by air.

magnificent 72 - page board - bound book called "An Approach to the College Market", which the publishers will send to any interested manufacturer or agency reader.

College Humor

1050 North LaSalle Street
CHICAGO
420 Lexington Avenue
NEW YORK

Advertisement

Advertisement

Advertisement



**HOW TO APPLY
GOODYEAR TIRE CHAINS**

1. Jack up the wheels and release the brake.
2. To apply the chain to the LEFT wheel grasp the cross piece nearest the fastener in the RIGHT hand and the last cross piece in the other end of the chain in the LEFT hand.
3. Slip the chain under the wheel and bring the ends together at the top. Draw the chain around the tire tightly then fasten the INSIDE fastener FIRST.
4. Take up any slack left in the chain, then fasten the outside fastener.
5. To apply the chain to the right wheel, grasp the cross piece nearest the fastener in the LEFT hand and the cross piece in the other end of the chain in the RIGHT. Then proceed as before.

IT IS IMPORTANT THAT GOODYEAR TIRE CHAINS BE APPLIED TIGHTLY TO THE TIRE. Because of the friction between the rubber tread of a tire and the rubber cross pieces of the chain, the slack can best be removed by working the chain around the tire easily, drawing each cross link separately rather than pulling on the entire chain.

GOODYEAR
MADE IN U. S. A.

Safeguard the good will of your product with Direction Tags

Good Will is an expensive commodity to acquire. Once acquired, it has an elusiveness that takes infinite care to hold. A single dissatisfied user can spoil the effect of thousands of dollars worth of advertising. It takes only a single case of lost directions and consequent misuse of your product to set the tongue of a dissatisfied user a-wagging...And his friends...and their friends...

Safeguard the reputation of your product by making sure it is properly used. Tie your directions to the product. Put them on a tag that will stick like a faithful dog to its master clear through every step in distribution to the hands of the user himself. Put them on a tag that will call itself to his attention. Put them on a tag that will be as fine a job of tag-making as your own product in its class. Put them on a Dennison Tag.

We have made fine tags for leading manufacturers of many kinds of Nationally advertised goods. If you would like to see some samples showing how other people use direction-tags as a *proved* secondary medium we will be glad to send you an assortment of samples without obligation. The coupon will bring it. Or just tear out the lower part of this advertisement and send it to us, pinned to your card or letterhead.

Dennison Tags

THE DENNISON MANUFACTURING CO., Dept. 69-E, Framingham, Mass.

Please send me without obligation samples of Dennison Direction Tags as used by leading manufacturers

Name

Firm

Address

Schrader Sponsors New Type of Service

(Continued from page 283)

By filling out a coupon in the advertisement, giving name and address, the make of car, year, body type, model and tire size, motorists receive a set of discs free, five for tires and one (or two if the pressure for front and rear tires differs) for his gauge. A tiny illustrated folder in the envelope with the discs shows how to apply them to the rim of wooden, wire and disc wheels. Once dried on, the discs endure weather and washings almost indefinitely.

The Rubber Association of America has recently released a table showing proper pressures for front and rear tires on all makes and models of 1929 American cars with various tire sizes. Schrader is contemplating a supplement to that educational measure. The Schrader ads are devoted to impressing facts about tire pressure upon the motorist reader, and the discs are to serve as a constant reminder to those who send in the coupon.

The constructive propaganda is continued in the Schrader reply to the coupon. With the set of discs goes a multigraphed letter headed, "Pressure Discs," stating that the pressures are based on the 1929 Inflation Chart of the Rubber Association of America and are recommended by the manufacturer of the car and tires, to prevent rapid treadwear, fabric breaks, steering difficulty and wheel shimmy, all resulting from improper inflation.

A twenty-page booklet in color, "How to Make Tires Last Longer," is now being prepared to be enclosed with each set of pressure discs. This will hammer in educational propaganda on the wisdom and economy of maintaining proper pressure in tires and will describe and illustrate the entire Schrader line.

All this promotion matter, simple, clear and attractive to the eye and the recipient's curiosity, costs less than fifteen cents from printer to post office.

Extend Church Contest

The closing date of the \$1,000 prize contest for the best advertisement on "Why Go to Church," has been extended from May 1 to June 30. Details may be had from Charles Stelze, chairman of the Church Advertising Group of the New York Advertising Club.

Wilson with Triad

V. K. Wilson is now assistant sales and advertising manager of the Triad Manufacturing Company, radio tube manufacturers, Pawtucket, Rhode Island.

Index of Business Conditions

Although nothing untoward marked the business situation last week, the shadow of the credit situation seemed to be more in evidence than it has been lately. Call rates remained very high, bank acceptances were moved up one-eighth for maturities of more than thirty days, and there was revival of talk of an advance in the New York bank rediscount rate. Total transactions, reflected in the bank figures, gave some indications of hesitation, clearings being substantially lower than in the same period a year ago. Chains continued to record large gains in sales, but reports of unfavorable effects of bad weather conditions were more numerous. Commodity prices remained steady at the low level of the week before, in spite of weakness in the grain markets.

Total Transactions

Bank clearings in the week ended May 2 totaled \$12,477,384,000, a decline over last year of 7.7 per cent. In New York the loss was 5.7 per cent, in the outside cities, 12.1 per cent. All but five of the principal cities showed declines. Debits against individual accounts amounted to \$18,649,936,000, down 1 per cent. In the New York district there was a gain of 1.1 per cent, but outside districts fell off 5.1 per cent, only four having gains.

Distribution of Goods

Railroad freight filled 1,051,728 cars in the week ended April 27, a gain of 88,721 cars over 1928 and of 30,152 over 1927. Compared with 1928 all classifications but grain were higher.

Margin of Profits

Commodity prices were unchanged, the Irving Fisher index being stationary at 96.7, the low point of the last few weeks.

Credit Conditions

Revived talk of a possible increase in the rediscount rate followed publication last week of the figures in brokers' loan and maintenance of the high rates for money—10 to 14 for call loans, $8\frac{1}{4}$ to $8\frac{3}{4}$ for time loans, and 6 for commercial paper. The fact that bankers' acceptances were notably higher was deemed especially significant.

"REACHING THE BUYER IS HALF THE SALE"



Who Finally Buys Your Goods?

About nine retail purchases out of ten are made by women—especially the "housewife," as purchasing agent for an average of five people. She is your ultimate buyer.

Criterion Service reaches the average housewife more frequently and continuously than any other advertising. Criterion Posters are at eye-level on busy corners in neighborhood-shopping centers—where she sees them every day on her daily shopping trip.

They reach her when a sales message has the best chance to sell—near the point-of-purchase, when the prospect is in a "buying mood."

Coverage to-order

The unique feature of Criterion Service is that it offers coverage by neighborhoods in any city or town.

Each "showing" of Criterion Posters is built-to-order for the individual advertiser. You designate your best neighborhoods; we get and maintain the best possible eye-level, corner locations in them.

Extremes (for illustration) are—the pork packer who omits all orthodox Jewish sections; The maker of hair-straightener who concentrates in negro sections only; The overall manufacturer who wants only industrial communities. These and other peculiar sales conditions test the flexibility of

Criterion Service, and find it complete.

The usual use of the medium however, is for supporting general advertising. Products of wide distribution and mass sale use neighborhood posters to tie up advertising with the sales-point.

Mar., a "sale" made in magazines and newspapers never happens because the buyer forgets. Criterion Posters revive impressions when buying is convenient, and thus multiply the value of all advertising.

Where to Buy

An important use of Criterion Service for products of exclusive distribution is to identify the dealer.

This is done by placing posters in the neighborhoods around the dealer; with his name displayed.

Criterion Posters also substitute for window display. This reduces waste—and is lower in actual unit cost. The average window display, costing \$3.00 has an average life of one week. For less than \$3.00 Criterion Service maintains an 8 x 4 foot display for a month.

Send for Portfolio

We have prepared a portfolio giving full details as well as statistics and other data of general usefulness. Advertisers and agencies are welcome to this portfolio without obligation. Send the coupon, mentioning territory covered.

Some of the Present Users of Neighborhood Posters

Anheuser-Busch • Armour & Co.
Borden's Milk • Camel Cigarettes
Carnation Milk • Coca-Cola
Dayton Rubber • Diamond Crystal Salt • Emerson Shoe • H-O
Hornby's Oats • Hecker's Flour
Ipana Tooth Paste • Kirkman's Soap • Old Dutch Cleanser
Premier Malt • Puritan Malt
Quality Bakers • Reckitt's Blue
Sapolio • Snowdrift • Tolley's Cakes • Ward's Bread • Werk Soap • Wrigley's Gum

CRITERION SERVICE

The Original and Only Uniform National Service of 3-Sheet "Neighborhood Posting"



CRITERION SERVICE, GRAYBAR BUILDING, NEW YORK CITY:
Please send us the portfolio advertised in Sales Management.

Company Name _____

Address _____

Attention of _____ Title _____



Points of Usefulness and Advantage

Completeness !

One outstanding quality of STANDARD RATE & DATA SERVICE is the completeness of it. Not only are the publications covering all fields included, but the data applying to each one is carried out to the last detail.

Each issue of the Service contains full and complete information about 1950 daily newspapers, 300 farm papers, 625 general magazines and 1,800 business papers covering the United States and Canada. The cost of radio advertising is also given for those stations which sell time on the air.

Here is a Service you can unfailingly depend upon for *any* information you may need about *any* medium at *any* time!

STANDARD RATE & DATA SERVICE

The National Authority

Special 30-Day Approval Order

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois

.....192..

You may send us—prepaid—the current number of Standard Rate & Data Service, including the Radio Station Section, with all bulletins since it was issued, which we are to have the privilege of using 30 days.

If we are not convinced of the value of this Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise, you may consider us subscribers and send a revised copy each month for one year. It is to be maintained by bulletins issued every other day, and we understand the cost is \$30.00 per year (Canada and Foreign \$35.00).

Firm NameStreet Address

CityState

Individual Signing OrderOfficial Position

How Louisville Survey Will Alter Policies

(Continued from page 294)

three weeks. Our final inventory of the last retail store on the list is scheduled for May 7, and it will then take several weeks to complete estimates and totals, average and analyze the figures and print the report.

The report will run, I think, into between 150 and 200 pages, and we shall send copies to the business press and all important newspapers. Printed copies will also be sold at a nominal price.

Undoubtedly the report will contain a great deal of information of importance to the manufacturer on packaging, selling, distributing and advertising. It will also present much information to aid the wholesaler in introducing more economical methods. But we cannot emphasize the fact too strongly that, as far as the entire food industry is concerned, the findings will merely furnish a comprehensive statement of symptoms and a diagnosis of the condition of food distribution—nothing more.

Must Be Solved Indirectly

So far as the difficulties and problems of the independent retailer are concerned, we have found that most, if not all, must be simplified and solved in the upper strata of distribution. Most of them must be solved indirectly; the retailer must be furnished with the means by manufacturer and distributor.

The program should be one of reconstruction in the light of the findings, and the Allied Food Committee realizes it must have the cooperation of the best food interests in using Louisville as a laboratory in which to determine the best methods of solving the problem of food distribution.

Our second proposition is the appointment of a national committee of the strongest representatives from various factors in the food industry to counsel and work with the Allied Food Committee on such details as: Interpreting the findings of the survey and extending them to a nation-wide movement; reporting the project to the entire food industry; determining what measures may be taken to correct wasteful practices, which of the old and new methods should be adopted as standard practices; and working out corrective measures and conducting experiments in all the distributive factors in Louisville.

The national committee is a necessity, and a plan for financing it at once should be made, the allied body believes.

"Sweets" Out of Lucky Strike Broadcasts; Other Copy Changed

In their regular weekly broadcast last Saturday night the American Tobacco Company, makers of Lucky Strike cigarettes, eliminated the direct references to sweets, which have occasioned a defensive advertising and publicity program of the sweet foods industries and thousands of letters of protest from the public.

The slogan, "Reach for a Lucky Instead of a Sweet," was shortened to "Reach for a Lucky—," the listener being given the opportunity to fill in the gap for himself.

The difficulty over the use of the slogan on the air was ironed out in advance of the regular meeting of the board of directors of the National Broadcasting Company in New York, May 10, at which it was expected action on the slogan would have been discussed.

Whether or not the change will be extended to the other media being used in the \$12,600,000 Lucky Strike campaign this year has not been determined, an executive of the tobacco company told SALES MANAGEMENT. It is equally uncertain whether it will be kept permanently off the air.

"We do not know in advance what we are going to say, any more than we know definitely the selections the Lucky Strike dance orchestra will play," this executive said. "As we see improvements, we make them. Private auditions are held Saturday morning—attended by executives of our company, of Lord & Thomas and Logan, the agency in charge, and of the broadcasting company. At that time, often, a number of changes are made.

"Reference to sweets is being made in a new type of advertising copy introduced in 1,600 newspapers throughout the country this week. In this copy, a message signed by George W. Hill, president of American Tobacco, that '20,679 physicians state that Luckies are less irritating than other cigarettes,' was emphasized in place of praise from individual celebrities. A picture of a celebrity, however, appears in each advertisement—as does the full slogan, 'Reach for a Lucky Instead of a Sweet.' It is doubtful whether, for the present at least, this slogan will be altered in other media than radio."

The newspaper advertisements, which average a quarter-page, are fundamentally the same as before.

From the standpoint of investment the

radio campaign is much smaller than that of other media. Of the \$12,600,000 total, \$6,500,000 is devoted to newspapers; \$3,000,000 to outdoor; \$1,200,000 to magazines; \$1,000,000 to store displays, and \$500,000 to radio.

The sweets campaign was started by American Tobacco last October. Two months later Mr. Hill told this publication that this advertising and sales appeal had been primarily responsible for the increase of sales of 47 per cent last year. Although the company will not announce definite figures, Mr. Hill says that the increase in this brand within the last seven months has been greater than all others combined.



Neal Newman

Neal Newman to Direct Crosley Radio Sales

Neal Newman has become general sales manager of the Crosley Radio Corporation, Cincinnati. Until recently, he was assistant general sales manager of the Felt & Tarrant Company, comptometer manufacturers, with whom he started as a salesman. Edgar V. M. Gilbert has been appointed sales promotion manager, a new position. For the last three years he has been general sales manager of Landay Brothers, Inc., a chain of music stores operating throughout the East.

Timken Names Lothrop as New President

Marcus T. Lothrop was elected president of the Timken Roller Bearing Company Tuesday, to succeed H. H. Timken, who becomes chairman of the board. Other officers elected were W. R. Timken, J. G. Obermier, J. W. Spray, T. V. Buckwalter, and H. J. Porter, vice presidents, and J. F. Strough, secretary-treasurer. Judd W. Spray, vice president and general sales manager, was made a director.

Mr. Lothrop started with the Timken company in 1911, as metallurgist, and for the past eighteen years has been intimately connected with its affairs, being closely associated with H. H. Timken. During that time he has occupied various positions successively. For the last few years he has been vice president and general manager in charge of all operating and sales.

Nu-Way Cleaner Starts National Advertising

National advertising space is being used by the Nu-Way Auto Polish Company, Inc., East St. Louis, Illinois, for the first time. Newspapers, trade papers and national magazines are on the schedule. Copy will range from one-inch, one-column teasers, to quarter pages and more in newspapers.

The copy contains a free deal introductory offer of "one 35 cent bottle of glass cleaner with purchase of auto cleaner and polish (80 cents), or furniture polish, (70 cents)."

Newspaper advertising will be used in all the larger cities. Nu-Way products will be sold in most general retail stores, which will be supplied through jobbers. The company is now represented in sixty-five cities, by manufacturers' agents, who employ specialty salesmen to sell to the jobbing trade.

MotoMeter Promotes

A. E. Barlow, who since January 15 has been directing the sales activities of the MotoMeter Company, Inc., has been appointed general sales manager. Mr. Barlow has been with the MotoMeter Company for a number of years—having built up the company's first jobber-dealer organization in the early days of the industry.

New Buick Companion

Buick will introduce a new six-cylinder car called "Marquette" into the lower priced field early in the summer months, according to E. T. Strong, president and general manager. The new car will be distributed through regular Buick sales channels. A national advertising campaign on the new car has been started.

"I've had lots of ADVERTISING aimed at me —but this Pencil WINS



"—it's a genuinely friendly reminder. And the most comfortable, everlastingly useful pencil I've ever had, regardless of price!

"—and you can't get away from it, the story it tells is before you all the time—ready for the first receptive moment!

"Jim, our salesmen should be using these to build good will—and they'll make actual sales!"

LISTO PENCILS

will do more to constantly impress your name or product upon the minds of customers and prospects (and at receptive moments) than any other medium. Listo creates a warm, friendly, appreciative reaction that cannot be equalled. Light, perfectly balanced, durable, flexible and restful to the fingers. Made of the same unbreakable, non-metallic composition as fine fountain pens. A variety of colors and color combinations; leads, all colors.

Your advertising emblem or message up to five lines imprinted free.

FREE to Executives

A request on your letterhead, giving name and title, will bring a sample pencil and quantity prices. Address Dept. B.

Listo Pencil Corporation

General Offices and Factory

Alameda

NEW YORK CITY
343 Broadway

California

CHICAGO
202 S. State St.

A MILLION USERS
KNOW THEIR SUPERIORITY

How to Coordinate Newspaper Service with a Sales Campaign

(Continued from page 287)

are generally offered by newspapers. These forms are tangible, and can be used to real advantage by the advertiser who desires to merchandise his campaign properly.

1. Letters to the trade.
2. Dealer broadsides.
3. Trade aid sheets.
4. Portfolios.
5. Publicity.
6. Surveys.
7. Booking of windows.
8. Personal calls.
9. Special offers.
 - a. Cooking schools.
 - b. News racks.

To get worthwhile results from these, the advertiser must work closely with the local representative, and assist him in supplying his newspaper with necessary materials. In addition to making the cooperation effective, aid from the advertiser relieves the publisher of added expense and labor. This should be the case. What the newspaper gives is just so much extra service for which it is not being paid.

The publisher is primarily selling space, and not merchandising service, and offers this service only as a means to increasing the sales effect on the trade of the space already contracted for. In the long run, the advertiser is getting the full benefit, and not the publisher.

Means of Assistance

Hence, this fact should be remembered by the advertiser when he requests merchandising assistance from a newspaper. Here are a few suggested ways and means in which the advertiser can materially assist the newspaper in making forms of co-operation work to his advantage.

Letters to the trade—This is one of the oldest forms of newspaper cooperation, offered by newspapers everywhere. It consists of a letter on the newspaper stationery to the dealer telling him a certain campaign will appear shortly. This letter is signed by the advertising manager of the newspaper. To insure that this letter will tell your own sales story on the campaign—you should apply the letter to the newspaper.

This letter to the trade should go out prior to the campaign, and proof of the first advertisement should be attached in order that the dealer will recognize the campaign when it ap-

pears. Copies of this letter should be supplied to your salesmen. They can use it as a talking point. It is additional evidence for salesmen to use in backing their statements on the size and extent of the advertising campaign in the dealer's city.

Some newspapers send this letter out free of charge. Others will charge for multigraphing, folding, stuffing and postage.

Dealer broadsides—These are made up in the form of a newspaper page. One side carries the story of the campaign in large type. On the other side are reproductions of advertisements. Some newspapers have standard broadsides, and only insert the name of the advertiser. However, when the newspaper does offer to send out a broadside, copy and dummy should be supplied by the advertiser. By doing this, you can get across to the dealer the full story of your campaign, as effectively as if you went to considerable expense and sent out a broadside yourself.

Same Broadside for All

When releasing a campaign to a list of newspapers in different cities, it will not be necessary to send separate broadside copy and dummy to each. Simply have one paper make up one broadside and pull extra proofs. These extra proofs can be sent to other newspapers with instructions to follow these proofs for copy and layout.

If designed properly, this broadside can also be used as a window paster by the dealer. Your salesmen can check the dealer to see that he uses it in his window.

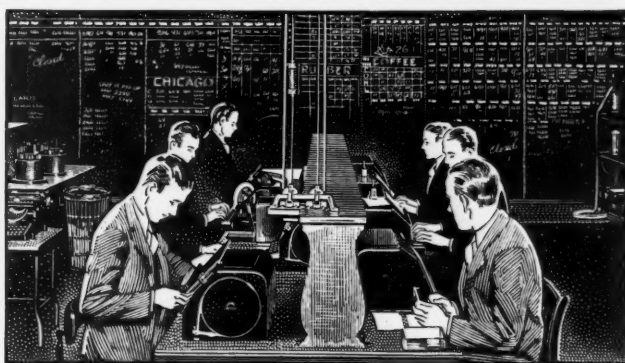
Trade aid sheets—These are miniature newspapers which many publishers mail each month to all wholesale and retail outlets in their territory. Spaces in these papers are reserved for advertisers. If his campaign is of sufficient size, the advertiser can secure a page a month for the duration of his campaign. Copy and layout should be furnished regularly to the editor of these merchandising newspapers, for the proper presentation of your local advertising story. Attention should be given by the advertiser to this form of newspaper cooperation, for these merchandising papers are read diligently by the trade in the territory which they cover.

Telephone Typewriter Service

Speeds Modern Business



THE FIRST NATIONAL CORPORATION, BOSTON
New York Office



E. A. PIERCE & COMPANY
New York Office



S. K. F. INDUSTRIES, INC.
New York Office



LONG BELL LUMBER COMPANY
Long View, Washington, Office

This new method of inter-office communication—known as *Telephone Typewriter Service*—has the quickness of the telephone, the flexibility of conversation, the accuracy of the typewriter, the authority of the printed word, the permanency of print.

Banks, newspapers, brokerage offices, factories, businesses of many kinds throughout the United States are using it for instant and widespread communication.

A business leader in his office, for example, dictates the terms of a price change or some other important announcement. Seconds later, typewritten copies are read in his connected offices in forty cities.



Telephone Typewriter Service is a Bell System service that typewrites by wire, reproducing typewritten and carbon copies of prices, reports, orders, contracts or business information of any kind in the distant units of any organization. Operating the keyboard sends the message to all machines connected with the service. Would your concern find added profits and efficiency in *Telephone Typewriter Service* or another of the Bell System's special services? Ask any local Bell Business Office for full information and you will find that your needs receive prompt attention. Why not call or write today? Bell Special Services . . . Quick . . . Economical . . . Universal.

Why you will come back!

You will find ease and comfort in its livable rooms; you will enjoy the tempting food for which **THE DRAKE** is famed. But even more will you appreciate being able to enjoy sunny rooms with a wide outlook over Lake Michigan, yet be within easy walking distance of the clanging, surging streets of Chicago's Loop. Rates as low as five dollars a day single room with bath; six dollars double. Special discounts for extended stays. Write for Illustrated Booklet, Edition 10.

*THE DRAKE is under the
Blackstone management,
the world's standard in
hotel service*



The DRAKE
HOTEL Chicago

5 MARKETS IN TEXAS BEAUMONT Trade Territory FIFTH MARKET in Texas THIRD MARKET for Louisiana

One sales manager said it was a gigantic work shop with the sky for the roof.

No Texas or Louisiana list is complete without the

**BEAUMONT ENTERPRISE
AND
THE BEAUMONT JOURNAL**

Home delivered throughout Southeast Texas and Southwest Louisiana

"Ask **BECKWITH**, He Knows"

Portfolios—The practice of making up portfolios for advertisers is not common among newspapers. It is usually done only when a campaign is large and non-cancellable. As with other cooperation forms, the advertiser should supply the copy and layout for these portfolios. However, the bulk of the portfolio consists of reproductions of advertisements for the campaign. The newspapers will have the mats for these advertisements. These newspaper portfolios are especially helpful to advertisers who are going in a market for the first time, because they will help to convince the dealer that planned advertising is non-cancellable. This fact should be noted prominently in the portfolio, and salesmen should be instructed to emphasize it to the dealer. The trade has been fooled many times in the past by advertisers who have shown very colorful portfolios of advertising which never materialized. However, a portfolio prepared by the newspaper will do much to dispel fears of cancelled advertising.

Handling Publicity

Publicity—With a great many newspapers, publicity is a taboo subject. Publishers have a strict rule forbidding news items in columns to any advertiser or his products. However, there are other sheets which will gladly print recipes and even stories about advertised products on their special pages. As for example, women's, radio or automobile pages. Before sending out any publicity in connection with an advertising release, the advertiser should check with the local representative of the newspaper, and find out whether his publisher has a rule against cooperative publicity. If he has, this should be religiously heeded. When submitting publicity to newspapers, the stories should be newsy and not contain repeated puffs for your products.

Surveys—These are very helpful to check up on an advertiser's distribution in a city where he has planned a campaign. Newspapers will cooperate to the hilt in this respect. Their representatives will interview wholesalers and retailers and report their findings in brief reports. These reports usually contain first-hand observations and are sufficiently comprehensive to disclose the desired information. To get the best results from these surveys, the advertiser should furnish the newspaper in advance with a practical questionnaire, to be used as a guide by those making the survey.

Booking of windows—Real results can be obtained from window booking service, offered by many newspapers.

Prior to a campaign, a representative of the newspaper will call upon the local dealers and arrange for a display of the advertiser's products. Often through a personal acquaintance, the newspaper representative is able to secure windows in certain stores which could not be obtained by the advertiser's salesmen. In addition, this service saves the salesman's time. It is especially helpful when a professional window dressing crew is used. Besides booking the windows, home newspapers will check work done by window dressers and give a detailed report to the advertiser.

Help With Personal Calls

Personal Calls—A representative of the newspaper will make personal calls on dealers, jobbers and chains to merchandise the advertising campaign. The newspaper representative may make his calls accompanied by the advertiser's salesman. As in the case of booking windows, the local influence of the newspaperman will help the salesman get an entry to certain buyers.

Special Offers—More and more, newspapers are striving to offer the advertiser a form of cooperation which is distinctively different from that offered by other publishers. This is especially true in cities where the bid for the advertiser's contract is keen. In Boston, for instance, one newspaper has devised the idea of giving the advertiser a free showing for one week on his news racks. The space afforded is about the size of a car card. The advertisers are requested to furnish the newspapers with the car cards or posters. This Boston newspaper has hundreds of these racks located all over the city. The majority of them are at busy corners where they are certain to catch the eye of the passer-by. This newspaper rack medium is very popular.

Cooking schools presided over by the household editor is another popular form of special cooperation. At these schools mention is made of the advertised product by the household editor in her addresses at the school sessions. The products are displayed and recipe booklets distributed. A typical example of how popular these schools are is evidenced by the experience of a morning newspaper in New York. The regular attendance at their school session is large enough to pack Carnegie Hall.

Other unique but effective forms of cooperation are constantly being offered to advertisers by the newspapers. The progressive agency man, advertising manager or sales manager who keeps in close touch with the newspaper representatives will profit greatly.

Survey of Surveys

(Continued from page 274)

Domestic Commerce, is conducting a study of the present and potential use of cotton in the rubber tire industry.

Occupational Distribution in Modern Men's Wear Establishments. Department of Research, Nat. Assn. of Retail Clothiers and Furnishers.

Types of Fashionable Cotton Fabrics, New York. A book of 35 swatches representing types of cotton patterns, colors and textures chosen by a jury of style authorities. (8 pp.). Cotton-Textile Institute, Inc., 320 Broadway, New York.

Production, Sales and Stock on Hand of Ensilage Machinery in the United States. An analysis of the trends of production and sales of ensilage cutters over three-year period of 1925-27 (12 pp.). (Free.) U. S. Dept. of Commerce, Bureau of Foreign and Domestic Commerce, Govt. Printing Office.

Survey of Traffic Congestion, by the American Department Stores Corp.

The Analysis and Control of Returns. The second section of the report on the study of merchandise returns in department stores. Bureau of Business Research, Ohio State University.

Industrial Traffic Management Survey. Transportation Div., Bureau of Foreign and Domestic Commerce.

Industrial Survey of Fort Wayne, Ind. A survey which presents an appraisal of the city's resources, services and advantages from an industrial and commercial standpoint. (91 pp.). Fort Wayne Chamber of Commerce.

Organization Research and Job Analysis as an Aid to Setting and Installing Standards of Budgeting. (24 pp.) American Management Association, 20 Vesey St., New York.

Other Studies in April

Record Book of Business Statistics—Part 3, Fuels, Automobiles and Rubber. (10 cents.) Bureau of Census, Dept. of Commerce (U. S. Daily).

Hand-to-Mouth Buying and the Inventory Situation (32 pp.). Robert Morris Associates, Lansdowne, Pa.

The Retail Grocer's Problem—distribution cost studies No. 5 (10 cents). Dept. of Commerce.

Circulation by Counties of Six Leading Women's Magazines. *McCall's Magazine*, New York.

Price Study of 50 Trade-marked Grocery Products—Butter, cheese, condensed and evaporated milk; cotton goods, cotton small wares; gas and electric fixtures (lamps, lanterns and reflectors); machine tools; other metal-working machinery; optical goods; paints and varnishes, scales and balances; tanning materials, dyestuffs, sizes, etc.; window shades and fixtures; woolen goods and worsted goods. *Journal of Commerce*, New York.

Survey on Use of Radio. Nat. Radio Institute, Washington, D. C.

List of Recent Publications by the United States Chamber of Commerce included under the following general headings: Agricultural Service, Civic Development, Commercial Organization, Domestic Distribution, Finance, Foreign Commerce, Insurance, Trade Association and Transportation and Communication.

Wholesaler's Functions and Services. Economic Factors Affecting Wholesaling. Business Analyses. Credits, Sales, Terms and Collections. U. S. Chamber of Commerce, Washington, D. C.



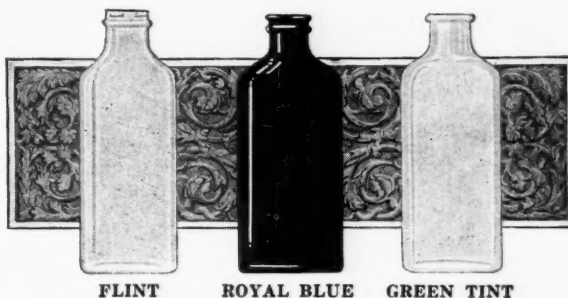
BLUE—Mediterranean Blue!

What Can It Do for Your Products?

NEARLY everyone has learned from books and songs and travelers that the Mediterranean Sea is blue—a distinctive blue! Have they learned some distinctive thing about the appearance of your products? Pack your products in Maryland Royal Blue bottles and they will have at least one visible characteristic that will help the world to remember them. And because of the vividness of Maryland Royal Blue containers, your products will always stand out on display. Thus, they will be made easier to see, easier to remember—hence, easier to sell.

In addition to blue glass, we manufacture green tint and flint ware of the highest quality. Our equipment is thoroughly modern and complete for making dependable glass containers in standard or special molds. Many popular numbers are carried in stock. The dependability of our ware and service is attested by the fact that many of the best known products in America are packed in bottles made by us.

Write today for samples and quotations



FLINT

ROYAL BLUE

GREEN TINT

MARYLAND GLASS CORPORATION

BALTIMORE, MARYLAND

New York Representative:
277 BROADWAY
New York, N. Y.



Pacific Coast Representative:
PACIFIC COAST GLASS
San Francisco, Cal.

ROYAL BLUE • GREEN TINT • FLINT CONTAINERS

WFE

WASTES IN BUSINESS: When Dr. Julius Klein of the Department of Commerce talks of eight or ten billions of dollars as the annual toll of waste in American business, he is undoubtedly contrasting fallible human practice with ideal standards in the conduct of affairs. But there has been no effective challenge of his estimate since he first made it public two or three years ago, in an effort to correct abuses abhorrent to the soul of efficiency; and only good can come of his repeated admonition if it shall have the effect of putting upon inquiry individual business men who are inclined to rail against their evil chance instead of examining their own responsibility for such misfortune as befalls them. Especially if heed is given to what Dr. Klein says about the need of finding out about the facts upon which hope of success is predicated. . . . He enumerates as causes of waste: excessive expenditures in sales promotion without adequate information as to prospects in a given market; unwise credit methods; unfair grading practices of small trading minorities; disorderly marketing, particularly of perishable goods; careless and injudicious procedure in the retail trade; high cost of unsystematic warehousing; extravagant delivery service; ill-judged advertising, and unwise methods with regard to instalments, packing, handling, and transportation of merchandise. . . . Not all these factors are within control of the individual. But against most of them the careful merchant, if he will make use of the tools which research and experience have placed at his disposal, can put himself on guard. Above everything else his duty to himself is to know what he is doing, why he is doing it, and what definite prospects there are of a favorable issue. Going it blind or ill-informed is the chief general cause of failure or preventable loss.

THE FIGHT FOR CONSUMER DEMAND: Every now and again we hear of a growing resistance to nationally advertised goods. This "warning" used to come mainly from department stores resentful of manufacturers' efforts to maintain resale prices; Lew Hahn, now in control of a chain of big stores, made it the subject of much that he said when he was spokesman of the National Retail Association. The small-unit chains took it up when they were reproached for selling their own stuff under cover of well-known brands put out as loss leaders. It is natural, therefore, that the theme should have bobbed up again at the recent Washington round-table conference on distribution, but somewhat surprising to find it discussed as a new development. In this instance J. Frank Grimes, president of the Independent Grocers' Alliance, raised the point that the

individual store is now struggling with the problem of making any profit out of advertised goods, while E. C. Sams, president of J. C. Penney Company, contented himself with reiterating that his company believes in selling merchandise rather than brands. . . . The root of the matter lies in the emphasis now rightly put on the consumer. As long as the manufacturer used his advertising chiefly as a means of getting his products into the hands of the jobbers and dealers, he was encouraged to spend his money lavishly on sales promotion. Change of attitude began with concentration of his interest in the dealers' customers, leading to various devices for setting up retail outlets of his own. . . . In effect we are witnessing a struggle between the old order and the new for the dollar that comes out of the private purse. The manufacturer, whether he sells direct to the consumer or through the trade, is secure as long as he can keep alive a popular preference for what he makes. The dealer, whether he has one outlet or many outlets, must stock what his customer asks for, regardless of what he may prefer to sell.

RECONSIDERING MODERNISM: There is evidence of a wholesome reaction against so-called modernism in style and design of manufactured goods which violate canons of good taste and disregard utility. Outcropping of this feeling was the feature of a recent meeting of the American Management Association. Clayton E. Gibbs, fashion director of Tobey, Inc., declared that unsuccessful experiments in modernism by furniture manufacturers and dealers had cost millions of dollars, and similar views were expressed by representatives of other important industries. . . . The craze for the bizarre in color and form has run the course of many fads, going to extremes under the spur of an illusion that, because it pays to follow fashion, everything which is unusual is likely to gain vogue with a public eager for distinction in whatever it buys. Superficial indications, nearly always misleading, have been mistaken for definite trends with disastrous results in many cases. Substance has been sacrificed to appearance in not a few lines, while in others sight has been lost of all sense of appropriateness in the general scheme of things. How far this tendency has gone is shown by a department store man's prediction that the time is coming when the big stores will have the courage to stock only those items which are in good taste. The implication that most of these stores now deal in goods which their managers regard as outside the pale of sound standards of propriety probably goes too far, but its significance will not escape attention of manufacturers and buyers who know something of the psychology of mob caprice and realize the abiding value of beauty and usefulness in determining majority preferences. In the long run most people like best the articles that give them the greatest amount of service and pleasure and do not stick to adventures in buying which fail to yield them enduring satisfaction.

The Shipping Board Lines listed here, comprising a fleet of 256 vessels, afford complete shipping facilities between Atlantic Coast and Gulf ports and ports in every part of the world.

***AMERICA FRANCE LINE**

42 Broadway, New York City
N. Atlantic to French Atlantic ports

***AMERICAN BRAZIL LINE**

17 Battery Place, New York City
Atlantic ports to ports in Northern Brazil

***AMERICAN DIAMOND LINES**

39 Broadway, New York City
North Atlantic Ports to Holland and Belgium

DIXIE UK LINE

New Orleans, La.
New Orleans to United Kingdom

AMERICAN MERCHANT LINES

17 Battery Place, New York City
Passenger and freight services to United Kingdom

***AMERICAN PIONEER LINE**

11 Broadway, New York City
North Atlantic ports to Orient, India and Australia
Periodically this line conducts an around-the-world service via the Suez Canal

DIXIE MEDITERRANEAN LINE

New Orleans, La.
New Orleans to Mediterranean ports

GULF BRAZIL RIVER PLATE LINE

Hibernia Bank Bldg., New Orleans, La.
Gulf ports to east coast of South America

MISSISSIPPI VALLEY EUROPEAN LINE

Hibernia Bank Bldg., New Orleans, La.
New Orleans to French and Belgian ports

YANKEE LINE

110 State Street, Boston, Mass.
North Atlantic ports to German ports

GULF WEST MEDITERRANEAN LINE

917 Whitney Building, New Orleans, La.
Gulf and South Atlantic ports to Portuguese, Spanish, and North African ports (west of Bizerta)

MOBILE OCEANIC LINE

Mobile, Ala.
Mobile and Eastern Gulf ports to United Kingdom and continental European ports

AMERICAN GULF ORIENT LINE

917 Whitney Bldg., New Orleans, La.
Gulf ports to Orient and Dutch E. I.

AMERICAN REPUBLICS LINE

33 Broad Street, Boston, Mass.
N. and S. Atl. ports to Brazil and River Plate ports, east coast of S. America

ORIOLE LINES

Citizens Natl. Bank Bldg., Baltimore, Md.
North Atlantic ports to west coast of United Kingdom and Irish ports

SOUTHERN STATES LINE

925 Whitney Central Building, New Orleans, La.
New Orleans and Texas ports to German and Holland ports

TEXAS MEDITERRANEAN LINE

Cotton Exchange Bldg., Galveston, Tex.
Texas ports to Mediterranean ports

TEXAS UKAY LINE

Galveston, Texas
Texas ports to United Kingdom ports

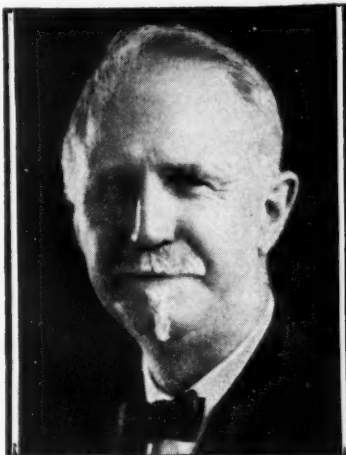
TEXAS STAR LINE

New Orleans, La.
Texas ports to French and Belgian ports

UNITED STATES LINES

45 Broadway, New York City
Passenger, mail, freight service to England, Ireland, France and Germany

**Accommodations available for a limited number of passengers on these lines.*



ROGER BABSON SAYS: "Ship Under the American Flag— Our Merchant Marine is Worthy of Your Support"

THE last decade has witnessed another amazing example of American business genius. It has seen the development during recent years of a complete new American Merchant Marine of over 400 modern, well-equipped, well-manned freight vessels, sailing on regular schedule to all parts of the world. These are the ships contained in the 20 lines operated for the United States Shipping Board and the 17 lines developed by the Shipping Board but now under private ownership.

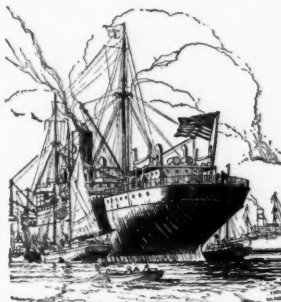
This new Merchant Marine has contributed greatly to our national prosperity. It has been of inestimable value in the post-war expansion of our industries. It has enabled hundreds of manufacturers to extend the field of their activities. And, today, it offers American business an unprecedented oppor-

tunity to develop foreign markets and sources of raw materials.

An especially helpful item of service rendered by Shipping Board Lines is the counsel of the experienced operators of the Merchant Fleet Corporation. These experts will be glad to give you advice that will prove of value in opening up new trade channels, as well as in developing your present markets.

In addition to freight services, the Shipping Board Fleet contains the fast passenger vessels of the United States Lines. Led by the S. S. "Leviathan," world's largest ship, these vessels offer exceptional accommodation to European ports. The American Merchant Line's vessels, sailing weekly from New York, offer comfortable passage to London at rates that are remarkably reasonable.

Write for complete information on either freight or passenger services.



UNITED STATES SHIPPING BOARD MERCHANT FLEET CORPORATION

WASHINGTON, D. C.

1st IN THE U. S.
In 1928 Lineage
Total in Cities
Up to ~
150,000 Pop.

1st In Peoria
IN NEWS,
CIRCULATION,
ADVERTISING

Among the leaders of the Big Advertising Mediums
Total Advertising in Agate Lines for Year 1928

Baltimore Sun	M. & S.	32,828,599
Chicago Tribune	M. & S.	30,874,735
Des Moines News	M. & S.	30,726,138
New York Times	M. & S.	30,641,830
Kansas City Star-Times	M. & S.	29,833,046
Washington Star	M. & S.	28,733,004
Philadelphia Public Ledger	M. & S.	28,025,079
San Diego Union-Tribune	M. & S.	26,345,185
Louisville Courier-Journal-Times	M. & S.	26,229,512
Birmingham News and Age-Herald	M. & S.	25,832,919
Providence Journal-Bulletin	M. & S.	24,988,639
Baltimore Sun	M. & S.	24,907,156
Pittsburgh Press	M. & S.	24,411,652
New York World	M. & S.	24,079,350
Los Angeles Times	M. & S.	23,745,529
Memphis Commercial Appeal	M. & S.	21,906,129
St. Louis Post-Dispatch	M. & S.	21,532,753
Columbus Dispatch	M. & S.	21,114,379
Chicago News	M. & S.	20,904,738
San Francisco Examiner	M. & S.	20,568,380
St. Paul Pioneer Press-Dispatch	M. & S.	20,529,978
Worcester Telegram-Gazette	M. & S.	20,178,641
New York Herald-Tribune	M. & S.	20,157,465
Philadelphia Bulletin	M. & S.	19,639,118
Chickadee Times	M. & S.	19,517,858
Des Moines Register-Tribune	M. & S.	19,255,144
New Orleans Times-Picayune	M. & S.	19,012,462
Philadelphia Inquirer	M. & S.	18,839,329
Albany Journal	M. & S.	18,879,229
Minneapolis Journal	M. & S.	18,838,964
Brooklyn Eagle	M. & S.	18,387,183
Albany Journal	M. & S.	18,384,410
Oakland Tribune	M. & S.	18,200,500
PEORIA JOURNAL-TRANSCRIPT	M. & S.	17,746,921
Birmingham News	M. & S.	17,503,718

FROM THE SAN DIEGO UNION AND TRIBUNE REPORT

PEORIA
JOURNAL-TRANSCRIPT
CHAS. H. EDDY CO.
NAT'L REPRESENTATIVES
(Peoria, Ill.)
CHICAGO
NEW YORK BOSTON
Covers 4 out of 5 Homes
Can you Be Satisfied With Less?

MARKET ANALYSIS

By PERCIVAL WHITE

52 charts, diagrams, sample letters and questionnaires are given to show how market research work has been done by others, and to give the reader a plan of campaign for a survey of his own. This book will be particularly valuable to any sales executive who feels that his sales volume has not reached full potentialities; it shows how and where to get the needed facts, how to analyze them, how to use them profitably. 340 pages.

Price, postpaid, \$4.00

SALES MANAGEMENT

Book Service

420 LEXINGTON AVENUE

NEW YORK CITY

Leaders Debate Mass Merchandising

(Continued from page 300)

tion from the floor on whether nationally advertised brands are receiving more, or less, recognition in chain than in independent stores, saying he believed mass distributors are tending toward advertised goods, except when the quality of bulk goods is better. "Our former policy," he added, "was to sell our own brands; but we found the practice created distrust. The people thought we used our own trade-mark to get extra profit out of the goods."

Mr. Grimes, called on to answer the same question, said in his field many nationally advertised goods had been and were being sold at cut prices merely to attract attention, and that prices had been established which squeezed out all profits. "Naturally," he explained, "this condition creates resistance to goods of the kind. However, if a nationally advertised line or item is merchandised in a manner which gives our retailers cost and a little profit, we handle it."

States Penney Policy

E. C. Sams, president of the J. C. Penney Company, said the policy of his company was very definite. "As fast as we can," he added, "and as far, we are getting away from advertised brands. We are selling merchandise and not brands of any manufacturers."

E. M. West, of Dodd & West, New York, again analyzed the figures of the distribution census applying to chain and other stores and emphasized the problem created by the large percentage of small and inefficient dealers. He said the work of the I. G. A. in educating capable and qualified retailers was tending as strongly to put the ineffective retailers out of business as the competition of the chains.

"Every one of you," he declared, "if you are engaged in distribution, will find a similar problem in your own industry. It seems incredible that you would allow such losses to continue as are being revealed by the Louisville Grocery Survey. The condition demands prompt attention, and I know of nothing else promising greater savings than improvement in distribution."

Creaver Joins Jones

J. C. Creaver has been appointed general manager of the Direct Mail Service of the John Price Jones Corporation, New York. Until recently he was head of his own advertising agency.



"SPARKLING!"

That is the story *this* Photograph tells

FOR Photographs do sparkle! To even prosaic products they lend new beauty and allure. Photographs mingle romance and reality; present your wares exactly as they are; yet with a captivating charm that leads to bigger, quicker sales. Photographs are not discounted as the fanciful dream of an artist. They tell your story as an unprejudiced eye witness.



To have faith
in Photography

Send for this booklet on "How to Use Photographs in Your Business". Photographers Association of America, 2258 Euclid Ave., Cleveland, O.

PHOTOGRAPHS
Tell the Truth

MEMBER
PHOTOGRAPHERS ASSOCIATION OF AMERICA
INTERNATIONAL

600,000 Women Y. W. C. A. Members

are now planning

Vacation Tours

and will need

Vacation Supplies

Have you anything to interest women who spend from one month to ten weeks' vacation with pay?

Write for plan of services of the Advertising Department of

The Womans Press

The official national magazine of the Young Women's Christian Association which reaches all the executives of the organization.

Address:

CLARA JANOUCH

Advertising Manager,

600 Lexington Avenue
New York City

A 110%

Automobile Market

A CAREFUL investigation discloses the fact that each 100 Rotarians own 110 automobiles; approximately 150,000 cars owned and operated by 135,000 Rotarians. There is an easy and inexpensive way to reach this entire group of "hundred-and-ten-percenters," because every member of the group is an interested reader of *The Rotarian*. It is doubtful whether anywhere in the United States there is another single group of men, reached by a single publication, that offers you a market so waste-free and profitable.

You may have two-color inside pages or four-color process covers at very reasonable extra cost. We shall be glad to give you complete information.

THE ROTARIAN

Chicago Evening Post Bldg., Chicago

— The Magazine of Service —

Wells W. Constantine
7 W. 16th St.
New York, N. Y.

J. K. Evans & Associates
Western Pacific Bldg.
Los Angeles, California

Hyatt's Well-Rounded Industrial Advertising Program

(Continued from page 291)

When we say, for instance, in our contractor's equipment advertising, "Wherever installed in road-building equipment, Hyatt Roller Bearings can be permanently depended upon to contribute their full share toward uninterrupted progress on every job," we are appealing definitely to the road contractor. One of his greatest worries, we happen to know, is the possibility of delays from breakdowns or other causes. He is going to recognize that appeal as ringing true, or he is going to decide it doesn't, and that we don't know what we are talking about!

Another piece of Hyatt copy, prepared for the textile field on loom application, reads: "The driving clutch on a friction-bearing loom usually slips slightly, causing the loss of a few picks per minute. Hyatt bearings eliminate this slippage, more picks result, and the quality of cloth improved." This material is not born in a four-walled room in advertising row, but comes from the places where cloth is woven, via our salesmen.

Reaching the Farmer

In the farm field, too, we employ class papers going to large users of power farming equipment and implement dealers. To tie in our advertising to farmers (through the mechanical farm press, the general periodical advertising, and our general mail advertising) we have devised a trade-mark in the form of a decalcomania transfer, which manufacturers apply to implements equipped with Hyatt bearings. Its design suggests a cross-section of a roller bearing and carries the message, "Equipped with Hyatt Roller Bearings."

The automotive field, although smallest in point of customers, due to the few builders, is our largest in volume of sales. Nearly every important manufacturer of cars, trucks and buses employs Hyatts somewhere in their product. We advertise extensively in the automotive trade press. As Hyatt Quiet Roller Bearings are an important component part of the car, truck or bus, we have special messages to carry to dealers, and a prestige to maintain built up since inception of the industry, when Hyatts were installed in the first cars sold nearly thirty years ago.

Our advertising is carried one step further in definiteness in the direct-

mail program. Here the division into industrial fields serving for trade-paper advertising is broken down into still further prescribed classifications, and campaigns are prepared which employ reproductions of actual bearing designs, diagrams and language which, in some instances, would be understood only by industrialists or engineers in a particular field. Mail advertising is also used for the same purpose as general-publication advertising for reaching into the cracks and crannies other forms of advertising have missed. We frequently send reproductions of *Saturday Evening Post* advertisements, adapted as mailing pieces, to a general mailing list. And every month or so we mail to this general list, likewise, "The Hyatt Rollergravure," a tabloid house organ in roto gravure containing pictures of interesting and picturesque employment of various kinds of machinery equipped with Hyatt Roller Bearings.

There is no other product which is advertised and sold just like Hyatt Roller Bearings, unless it be another anti-friction bearing itself. So it can be seen how necessary it is on a "built-in" product like ours to "engineer" it from an advertising standpoint, just as we "engineer" it from an application or sales standpoint.

U. S. Starts Campaign Against Doubtful Copy

The Federal Trade Commission has just taken action against some 300 advertisers and the publishers carrying the advertisements, in probably the most sweeping campaign yet launched to protect the gullible public.

Most of the advertisements in question were devoted to patent medicines for incurable diseases, anti-fat remedies, hair-restorers, obscene advertisements based on "sex-appeal," medicines and appliances on sexual subjects, toilet preparations promising impossible improvement in personal appearance, puzzle advertisements that offer valuable "bait," advertisements soliciting manuscripts and articles on which a patent may be obtained, schools that hold out false promises as to courses and employment upon completion, and similar schemes. Although directed also at advertisers, the commission's campaign is aimed primarily at publishers.

Cooperation as a Substitute for Mergers

(Continued from page 282)

the Owens Bottle Company ever since 1901, in addition to the Hartford Empire process under which it is also licensed. Owens and Illinois were consolidated in recent months under the name of the Owens-Illinois Company.

The Borin-Vivitone Corporation is the largest manufacturer in the United States of decorative art products. Not long ago it acquired a license from the Aquatone Corporation for the use of the latter's engraving process. E. W. Bliss & Company some time ago made arrangements to manufacture the Jupiter airplane engine under license from the Bristol Aeroplane Company of England.

The practice of licensing competitors to use patents prevails extensively throughout the electrical industry. And, of course, it is generally known that the radio business operates practically altogether under patents that are placed in RCA control. Hazeltine and certain other patents are also extensively used.

Weakness of Licensing

An interesting example of licensing is that of the Pointex heel. When the Gotham Silk Hosiery Company bought Onyx Hosiery, Inc., in December, 1926, it thus acquired the Landenberger patent on pointed heels. Gotham has been licensing the right to use this patent until at the present time there are approximately fifty hosiery manufacturers making Pointex stockings.

Gotham's experience with this licensing system of marketing a patented product furnishes us with a vivid example of the weaknesses in this particular scheme. Ever since Gotham has acquired this patent the company has been involved in a series of litigations that have kept the Pointex trade in a constant turmoil of uncertainty. Both licensed manufacturers and retailers have been held up in the air. Consequently they have not sold the quantity of Pointex that they otherwise would.

The royalty charge on Pointex stockings is seventy-five cents on ingrain and twenty-five cents on seconds. Of course, Gotham, the owner of this patent, and Julius Kayser & Company, in whose employ Gustave Landenberger developed the Pointex feature, are not subject to royalty costs. This gives them a decided competitive

advantage in the market over licensees. Consequently the Pointex sales of licensees is slowed up considerably.

It would seem from Gotham's experience that cross-licensing does not necessarily prevent the litigation which seems to follow in the wake of the granting of any important patent nowadays. Many patent authorities believe that nothing short of patent pooling in an industry will stop litigation. They contend that it is better for an industry to interchange its patents than to suffer the stifling consequences of bitter and costly lawsuits.

There are cases where large industries have been brought to a standstill by patent controversies. The units in the business became so busy fighting about patents that they forget the more important job of selling their production. The farm machinery industry is an example in point. Nearly forty years ago the industry found itself stalemated. Farmers and dealers were complaining that the manufacturers were making no improvements in machinery. The manufacturers were afraid to make improvements because if they did their patents would be infringed by their competitors. Thus the business marked time. Finally a group of bankers got the manufacturers together and after a series of highly amusing experiences succeeded in getting the industry to agree not to disagree. The farm machinery industry has made its greatest advancement since that day.

(The conclusion to this article will appear in next week's issue.)

Strong and Swartz Join Better Business Bureau

Walter A. Strong, publisher of the Chicago *Daily News*, and H. R. Swartz, president of R. Hoe & Company, New York, printing press manufacturers, were elected directors of the National Better Business Bureau, Inc., at the annual meeting in New York, last Tuesday.

In his annual report, Edward T. Hall, president of the Bureau, said that during the year the bureau received nearly 14,000 requests for information on all types of companies, merchandise and securities, from individuals and companies in various sections of the country, and in every walk of life.

ROBT. E. LEE
HOTELS

ST. LOUIS
18th and PINE. Opened Mar. 1928. 250 Rooms

KANSAS CITY
13th & WYANDOTTE. In the heart of America. 200 Rooms

SAN ANTONIO
A CITY OF CHARM. On the Old Spanish Trail

LAREDO
ON THE RIO GRANDE. In TEXAS. RIGHT ON THE MEXICAN BORDER.

A MATTER OF **DOWN** ECONOMY
\$2.50
\$1.00

WE QUOTE OUR TOP RATE
EVERY ROOM WITH PRIVATE BATH
AND CEILING FANS

PERCY TYRRELL
PRESIDENT

GARAGE SERVICE

Drug Salesmen Wanted

One of our important clients requires the services of three men experienced in the national drug or toilet preparation sales field. Must be free to travel, and have broad acquaintance among service jobbers and drug chain executives. Our client is a company with twenty-five years of unbroken international prestige behind it, and desires for these sales vacancies men above 30 who are clean-cut, aggressive, and capable. It is expected that the men selected will be permanent additions to the staff.

Reply by letter only, stating complete experience, age, date available and accurate estimate of what salary you will desire at the start.

Wales Advertising Company

Attention A.S.

230 Park Ave. New York City

Astonishing!

Business men tell us the new Portfolio of Attention Compelling Letterheads is really surprising. They say it gives them more ideas on letterhead effectiveness than they ever thought could be packed into a single mailing piece. It includes full-size samples of colorful, friendly letterheads we've created for the exclusive use of our customers.

This Portfolio is sent FREE to interested executives. Request yours today, addressing the office nearest you.

Monroe Letterhead Corporation
1008 Green St. 165 N. Union St.
Huntsville, Ala. Akron, Ohio

Account Changes

CHARLES BONI, New York, publisher (the Paper Book, a new venture in the monthly book club field) to Batten, Barton, Durstine & Osborn, Inc., there.

KIRKMAN & SON, Brooklyn, soap products, to Ewing, Jones & Higgins, Inc., New York City and Philadelphia.

CENTRAL AIRPORTS, INC., Philadelphia, to N. W. Ayer & Son, Inc., there.

U. S. RADIO & TELEVISION COMPANY, Chicago, Radiotrope, and Apex line, to Vanderhoof & Company, of that city. Magazines, newspapers and trade papers.

GEORGE R. GIBSON COMPANY, New York City, Red Cross tooth brushes, to Charles C. Green Advertising Agency, Inc., there. Rotogravure.

ANDREW MCLEAN COMPANY, New York, drapery fabrics, luncheon cloths and oil cloths, to Cleveland & Shaw, Inc., there.

BEACON OIL COMPANY, INC., Boston, motor oil, newspaper advertising to Street & Finney, New York City. New England and New York State, including metropolitan district, newspapers.

PINE TREE PRODUCTS COMPANY, Newport, New Hampshire, Billy B. Van's pine tree soap, to Kenyon Company, Boston.

KANT-RUST PRODUCTS CORPORATION, Rahway, New Jersey, to Cleveland & Shaw, Inc., of New York City.

WILLIAM WISE & SON, INC., Brooklyn, jewelers, to W. I. Tracy, Inc., of New York City.

TAYLOR CAP MANUFACTURERS, Cincinnati, Taylor rainproof caps and hats, to the Marx-Flarsheim Company, New York City.

CURTISS CANDY COMPANY, Chicago, (radio account) to Buckeridge, Costello & Cook, Inc., Detroit.

House Organs Cost 2,500 Firms \$15,000,000 a Year

More than \$15,000,000 annually is spent by 2,500 concerns on house organs having a combined circulation of 100,000,000, a preliminary study of the house organ field reveals.

The survey is being made by the *Car Card*, of the Barron G. Collier, Inc. Questionnaires have been sent to editors of internal and external company publications in the United States and Canada, the purpose being to gather and disseminate detailed information on this comparatively little-known field of promotion.

About 300 replies have been received at this time and are in the process of analysis.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order.

POSITIONS WANTED

EXPERIENCED SALES EXECUTIVE—Eastern or Middle Western concerns desiring San Francisco representative will be interested to learn that a man, 30, married, Eastern University graduate in business administration, well-trained in sales, advertising, merchandising and management, is available at once. Only established, substantial and fundamentally important business considered. For complete information address Box 311, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

MANUFACTURERS ATTENTION—Can you use the services of a young, forceful salesman with real creative experience? If so your response to this message is earnestly solicited. Prefer middle west territory. Would like to become affiliated with large organization where there is always room at the top for those capable of going that far. Address Box 308, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

EXECUTIVES WANTED

SALES PROMOTION EXECUTIVE—A large Eastern Food Company, serving the retail trade, desires the services of a man capable of taking charge of Sales Promotion and Follow-up Department. Please give age and full particulars. Box No. 310, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES RESEARCH EXECUTIVE—A large Eastern Food Company, serving the retail trade, desires the services of a man qualified to take charge of Sales Research Department. Please give age and full particulars. Box No. 309, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

IF YOU ARE OPEN TO OVERTURES FOR new connection, and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established nineteen years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nation-wide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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Free Mailing Lists

Will help you increase sales
Send for FREE catalog giving counts
and prices on thousands of classified
names of your best prospective customers—
National, State and Local, Individual,
Firms, Professions, Business Concerns.

99% Guaranteed 5¢ each
by refund of

ROSS-Gould Co. 376 N. 10th St. St. Louis

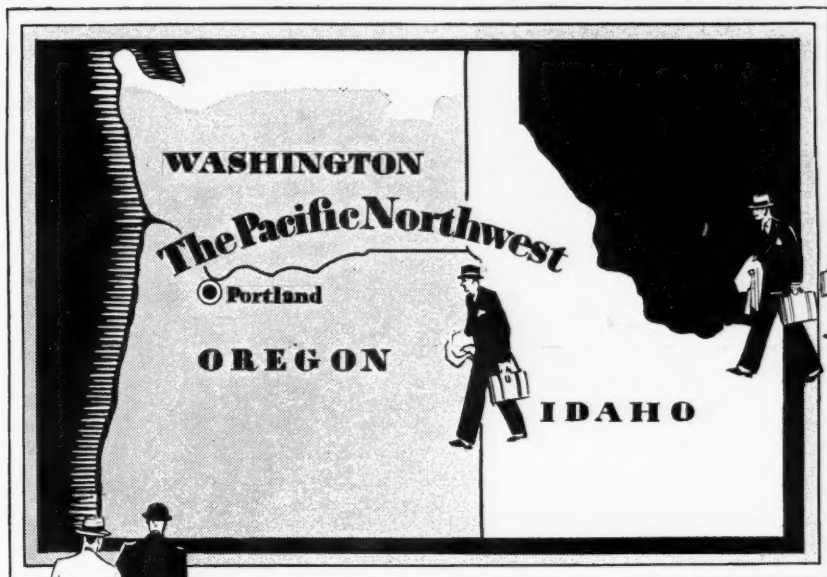
Extra Copies

If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

"GIBBONS knows CANADA"

J. J. GIBBONS Limited Advertising Agents
Toronto Montreal Winnipeg Vancouver Hamilton London Eng.
New York Office 2152 Graybar Bldg. Thomas L. Briggs, Manager for United States

Walk right in



The 1929 edition of "The Oregonian Market" is now ready for mailing. Write for your copy and get the true picture of this rich, new market.

*use The Oregonian and
walk right into this rich market*

IN OREGON AND SOUTHERN WASHINGTON a million and a quarter people form an alert audience for your advertising and selling message. These people are prosperous—able to buy what you have to sell. In per capita wealth they represent the fifth richest section in the United States.

... If you want sales in this rich Northwest market, The Oregonian will help you do a thorough, economical, satisfactory job... *Thorough* because The Oregonian has the largest circulation of any Northwest newspaper... *Economical* because The Oregonian has a lower milline rate than any Pacific Coast newspaper... *Satisfactory* because The Oregonian is in its 79th year of progressive service and has a wide reader preference over the three other Portland newspapers.

The Morning Oregonian continues to be your first and best advertising buy in the prosperous Pacific Northwest.

Nationally Represented
by
VERREE & CONKLIN,
INC.

NEW YORK
285 Madison Ave.

CHICAGO
333 N. Michigan Ave.

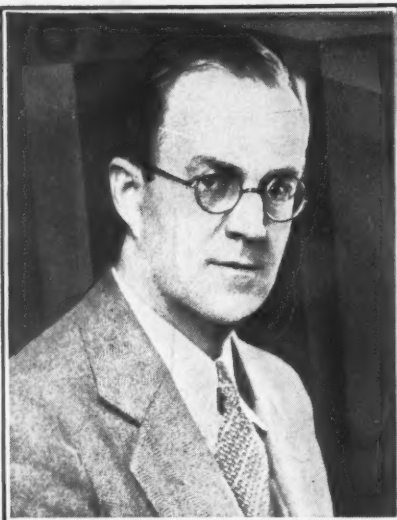
DETROIT
321 Lafayette Blvd.

SAN FRANCISCO
Monadnock Bldg.

The Oregonian

PORTLAND, OREGON

CIRCULATION: OVER 109,000 DAILY; OVER 172,000 SUNDAY



"I'T'S with the fellows who write advertisements before they've mastered the art of writing anything that I quarrel."

S. K. Wilson, Copy Chief, THE ERICKSON CO.
In **PRINTERS' INK**, Sept. 27, 1928

Which can be applied to other "fellows who write"

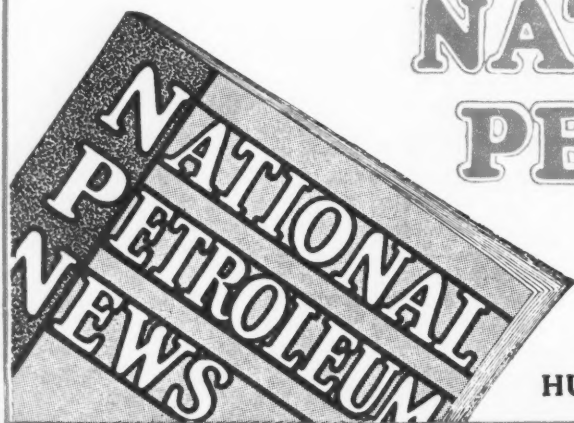
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TULSA, OKLA.
World Building
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NEW YORK
342 Madison Ave.
HOUSTON, TEXAS
West Building
Published from
CLEVELAND
1213 W. Third St.



TIME was when an acceptable business paper could be written by men who knew how to write but had little or no technical understanding of their subjects *OR* by men who knew the technicalities from *A* to *Izzard* but had no art or ability in putting their thoughts on paper.

Today—to win and hold the unflagging interest of the busy executives of an industry such as the Oil Industry, a paper must be written by men who *Know Oil* and also *Know How to Write*.

The editors of National Petroleum News, first and foremost, are able oil men, but—as you will see if you examine a copy of the paper—they are also able writers who can transfer to paper absorbingly interesting word pictures of the Oil Industry.



NATIONAL PETROLEUM NEWS

HUMAN INTEREST INSURES READER-INTEREST